ST. ALBERT
Business & Tourism Development

BUSINESS & TOURISM DEVELOPMENT
LONG TERM DEPARTMENT PLAN

June 2008 (revised)

St. Albert

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EXECUTIVE SUMMARY

Introduction

The City of St. Albert's Business and Tourism Development Department (B&TD) has developed a Long Term Department Plan (LTDP) to identify our resource requirements and the service levels we must meet to achieve our 10-year vision.

The LTDP includes a strategy to address the City's current reliance on the residential tax base, striving for a more balanced blend (80 per cent residential/20 per cent non-residential) of business, industry and residential assessment.

The LTDP:
- Sets governance objectives and strategies for B&TD for the next 10 years.
- Provides accurate information for B&TD's long-term financial plan.
- Provides the foundation for B&TD's three-year business plan.
- Provides the strategic framework for B&TD's annual budgets.

Business And Tourism Development's Vision For The Future

B&TD's vision for the future is "20/20 vision": We will have 20 per cent non-residential tax assessment with 20,000 local jobs by 2024.

We are working toward four goals to make this vision a reality:

1. We will have an increased number of new or expanded businesses in St. Albert.
2. We will have an increased number of residents working in St. Albert.
3. We will maximize economic spin-offs from community events and attractions.
4. We will provide excellent services.

Each goal has its own set of performance measures through which we can determine our progress and success.

Serving The Vision

Using our four goals as a framework, B&TD has developed corresponding service standards to ensure we reach our vision.

1. We will have an increased number of new or expanded businesses operating in St. Albert
   - Promote opportunities in St. Albert to businesses, site location and non-residential developers
   - Provide competitive municipal costs for businesses operating in St. Albert
   - Ensure that serviced and unserviced land is available for commercial and industrial development
   - Facilitate opportunities to improve availability of jobs for local residents
   - Encourage and assist local groups to host events
   - Work with businesses and business groups to identify and address various business needs

2. We will have an increased number of residents working in St. Albert
   - Facilitate opportunities to improve availability of local labour
3. We will maximize economic spin-offs from community events and attractions
   - Facilitate increased visitor spending in St. Albert
   - Encourage residents to participate in local events and spend in the community
4. We provide excellent services
   - Respond to all inquiries quickly

Organizing To Serve The Vision

To serve our vision and meet our goals, B&TD needed to refocus efforts based on our four core business functions:

- Business attraction
- Business retention/expansion/nurturing
- Business licensing
- Tourism development

We also identified four critical support functions:

- Land development
- Marketing, networking and special projects
- Competitive knowledge
- Administration

Financial Implications

The current assessment split between residential and non-residential taxpayers is 89 percent and 11 per cent respectively; the goal is an 80/20 split by 2024. Achieving this 80/20 target should lighten the burden for residential ratepayers.

As non-residential assessment increases to 20 per cent, residential taxes will decrease from the current amount of $48.4 million to $42.4 million. Based on a series of assumptions, the targeted percentage increase in non-residential assessment will result in a decrease in residential taxes.

Non-residential assessment growth is directly related to availability of serviced non-residential land in the annexation area. The growth expected between 2008 and 2020 is paced with expected availability of serviced lands. After 2020, non-residential assessment growth will level off if no new additional non-residential land is brought to market. To maintain the 80/20 non-residential to residential assessment split, we will therefore require additional serviced non-residential land over and above the Study Areas shortly after 2024.

B&TD budgets must increase by 4.3 per cent per year on average over the next ten years to cover inflationary pressures. To achieve the goals and service standards outlined in the LTDP, B&TD needs additional resources. The majority of these will support new marketing initiatives, in both business development and tourism development.

The LTDP identifies a number of capital expenditures, amounting to $200,000 for which Capital Business Cases will be submitted over the next 10 years.

Investment in the Long Term Department Plan will generate new tax revenues to contribute to the City's annual budgets for many years to come.

The Planning Process

Business and Tourism Development has followed a comprehensive, rigorous process to develop the LTDP. It involved:

- B&TD staff utilized their 60+ years of combined economic development experience.
- Local perspectives and stakeholder input through regional boards and committees.
- Two years of general best practice research in professional publications and studies.
- An email/telephone survey to identify best practices from 15 Canadian municipalities.
- A year long facilitated planning process.
- Review of previous City of St. Albert economic development studies.
- In-depth analysis of business site selection factors.
- Review of the City's Municipal Development Plan, Economic Development Master Plan, and Tourism Master Plan.

1.0 INTRODUCTION

The City of St. Albert's Business and Tourism Development Department (B&TD) has developed a Long Term Department Plan (LTDP) to identify our resource requirements for the next 10 years. In the LTDP, B&TD outlines the service levels we must meet to achieve our 10-year vision, along with the resources required to maintain these service levels.

The LTDP also includes a strategy to address the City's current reliance on the residential tax base and ensure in the future that one sector is not unduly burdened with municipal costs. The LTDP strives for a more balanced blend of business, industry and residential assessment as per the Economic Development Master Plan goal to reach 80 per cent residential/20 percent non-residential by 2024.

Our "80/20" assessment target is predicated on the following key assumptions:
- Serviced non-residential land will be available.
- The City will actively facilitate industrial and commercial land development (as indicated in the Municipal Development Plan under Policy 8.8 Future Study Area) which acknowledges the need for land, utilities, transportation and zoning with each element required for development to occur.

The LTDP was developed following the principles and processes of the City of St. Albert's corporate planning framework. Accordingly, the LTDP draws from the Municipal Development Plan (MDP), the Economic Development Master Plan, and the Tourism Master Plan.

Equally important, the LTDP is the product of two years of rigorous economic development research. The plan reflects the expertise of the City's economic development professionals, key community stakeholders and private economic development (ED) consultants. Please see Appendix A: Overview of Trends and Assumptions for a summary of our research.

Under the guidance of the three aforementioned plans, the LTDP:
- Sets governance objectives and strategies for B&TD for the next 10 years.
- Provides accurate information for B&TD's long-term financial plan.
- Provides the foundation for B&TD's three-year business plan.
- Provides the strategic framework for B&TD's annual budgets.

1.1 The Role of B&TD as an Economic Development Organization

Economic Development Defined
City of St. Albert's Business and Tourism Development Department is an economic development organization. ED professionals across North America subscribe to a commonly held definition of what ED entails.

Business attraction – bringing in new business to targeted sectors deemed compatible for St. Albert. Business attraction enhances competitiveness in the global marketplace, helps diversify the local economy, and will help St. Albert reach its 80/20 assessment target.

Business retention and expansion – based on the principle that it's easier to keep the customers you have than attract new ones. Typically, 80 per cent of business growth comes from

within any given community. A business retention effort helps maintain current assessment ratios, while business expansion efforts will support the goal of increasing the non-residential assessment base.

Business creation – the "nurturing" of entrepreneurship to "grow" small business enterprises (the City supports entrepreneurship through continued contributions to the Northern Alberta Business Incubator). Over 800 home-based businesses now operate in St. Albert, and our strong business cultural background supports further business creation possibilities in sectors such as arts and culture, management, and human resources.

Tourism development – tourism is an important economic generator. It helps drive business attraction, retention and expansion to meet the needs of visitors to our community, creating new business opportunities, increasing employment, and contributing to non-residential tax assessment. It also enhances our community's quality of life and supports the arts and entertainment sectors.

Overall, economic development delivers benefits such as:

- Primary jobs, which produce goods and services that are sold outside the local marketplace, creating a flow of new wealth into the community.
- Indirect impacts, which are measured by multipliers (economic calculations that estimate the number of jobs required to meet the needs of one primary job).

ED generally services the following strategic objectives:

- Allow a greater number of people greater access to wealth through personal economic growth.
- Increase the community tax base, providing higher quality public services to citizens.
- Diversify the community's economic base and thereby cushion it against economic shocks.

Economic development is not an isolated discipline but a field that spans many aspects of public and private life. Hence, the effectiveness of any economic development strategy that depends on the involvement of a wide variety of stakeholders. For a more detailed explanation of ED and its benefits, please see Economic Development 101 Appendix B.

B&TD's Strategic Place within the City

As the City of St. Albert's economic development organization, B&TD meets a fundamental requirement of civic government – fostering and nurturing a vibrant city that effectively serves the needs of its residents.

This cannot be achieved without a sustainable, diversified economic base. This LTDP addresses the City's current reliance on the residential tax base, striving to create a more balanced blend between business, industry and residents. The LTDP represents an investment in the future; it focuses on projects developed today that will pay long-term dividends for generations to come.

Nurturing economic health for a community is a holistic challenge. It requires integrated partnerships between various civic departments, public institutions, private sector representatives and citizens; all of whom must be committed to working beyond individual interests for the

greater good. B&TD must lead the way in fostering these partnerships and modeling this kind of commitment.

1.2 Key Assumptions for the LTDP

- There will be 1.5 to 2 per cent annual population growth over the next 10 years. This growth will impact business development, employment and retail opportunities. This growth rate is based on the last five year growth and the limited opportunity until the annexation lands are developed. See Appendix A: Overview of Trends and Assumptions for detailed population projections.
- The City of St. Albert will have a clearly expressed, unified, collaborative vision for the community.
- The City will remain committed to the growth strategies stated in the Municipal Development Plan, the Economic Development Master Plan and the Tourism Master Plan.
- The City will remain active in regional partnerships.
- Taxes, fees and policies will remain regionally competitive.
- There will be a range of housing options for varying income levels in the city.
- Upgrader projects in Sturgeon County will proceed as planned.
- Ray Gibbon Drive will be complete to Villeneuve Road by 2010.
- The province will complete St. Albert's portion of the Lois Hole Centennial Provincial Park by 2015.

2.0 BUSINESS AND TOURISM DEVELOPMENT'S VISION FOR THE FUTURE

B&TD has defined its mandate and developed its mission statement, values, vision and goals from its strategic position as an ED organization operating within the City corporate planning framework. "The future is not something we enter. The future is something we create." (Leonard I. Sweet, author/futurist)

2.1 Mandate

B&TD's mandate is:

- **To enhance St. Albert's economy, by retaining, nurturing, expanding and attracting compatible business and tourism opportunities through networking and marketing activities.**
- **To develop and disseminate research and market intelligence for the corporation and other stakeholders.**

- **To identify potential sites for development in assistance of business start up and expansion efforts.**

2.2 Mission

Our department's purpose; our reason for existence.

We enhance St. Albert's economy by creating an environment that attracts, expands, nurtures and retains business and tourism to complement, not compromise, quality of life for St. Albert's residents.

2.3 Values

These are the principles we hold dear. We commit to them uncompromisingly as the future unfolds.

Our values are consistent with those held by City Administration:

- Excellence (We always do our best, meet our commitments and ensure our efforts are focused on caring for the community and the environment.)
- Ethics (We communicate openly and honestly, and work with each other and the community in a safe, mutually respectful manner.)
- Empowerment (We are creative and innovative, sharing our expertise and benefiting from the power of teamwork.)
- Encouragement (We encourage and support one another through our work and learning opportunities while always striving to improve performance.)
- Enjoyment (We enjoy our work and our professional environment, while maintaining a work/life balance.)

At B&TD, we place special emphasis on:

- Working as a team toward continuous improvement.
- Providing superior customer service, and responding effectively to inquiries, opportunities and issues that impact the community.
- Maintaining an environment welcoming business growth.
- Encouraging active participation of business leaders and stakeholders.
- Practicing fiscal responsibility.
- Striving to achieve, or adopt, best practices in our profession.
- Adhering to the EDAC Code of Ethics.
- Respecting diverse interests and how they shape the future economic health of the community.

2.4 Vision

This is where we want to be in the future; it inspires us as we carry out our mission.

"20/20 vision": We will have 20 per cent non-residential assessment with 20,000 local jobs by 2024.

2.5 Goals

(Our goals provide specific direction over a specific period of time as we strive to achieve our vision.)

1. We will have an increased number of new or expanded businesses in St. Albert (ED Master Plan 1.1, 1.2, 1.3, 2.2, 2.3, 3.1, 3.2).
   Measure: Number of net new businesses
   Measure: Number of business licenses
   Measure: Ratio of non-residential to residential assessment
   Measure: Value of building permits (residential and non-residential)
   Measure: Ratio of building permit values (residential vs. non-residential)
   Measure: Ratio of non-residential to residential tax revenue
   Measure: Value of new non-residential assessment
   Measure: Annual increase in non-residential taxes collected

2. We will have an increased number of residents working in St. Albert (ED Master Plan 2.2, 2.3).
   Measure: Number of residents that work in St. Albert

3. We will maximize economic spin-offs from community events and attractions (ED Master Plan 5.2).
   Measure: Number of community events
   Measure: Number participants at community events
   Measure: Number of tourism website hits
   Measure: Quality of events as measured through event surveys (Community survey)
   Measure: Percentage of residents who attend events (Community survey)

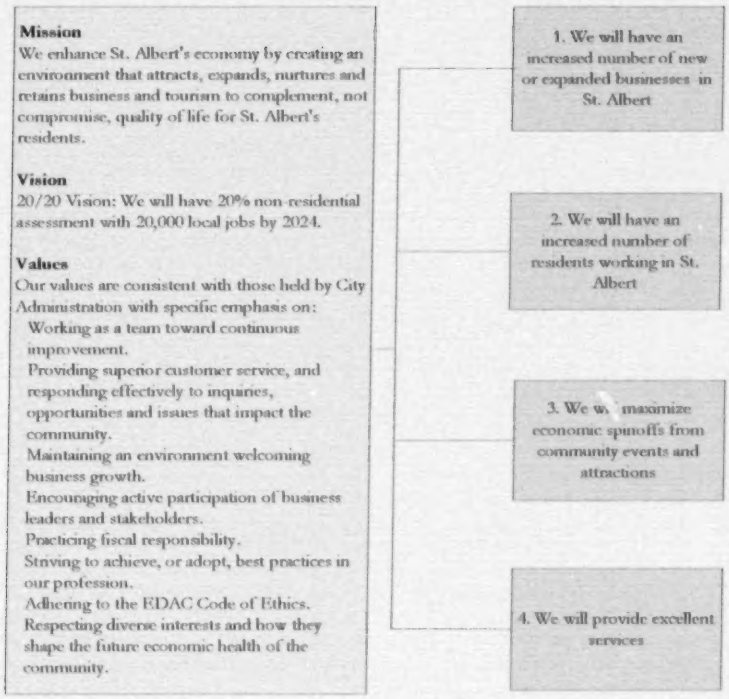
4. We will provide excellent services (ED Master Plan 4.1).
   Measure: Percentage of staff that are satisfied or very satisfied with working for the City
   Measure: Response time for requests
   Measure: Percentage of customers that are satisfied or very satisfied with B&TD's services, events and products.

Please see Appendix C: Annual Service and Performance Measure Targets for each measure's target.

2.6 Strategy Map

The following graphic illustrates the strategic relationship between B&TD's mission, values and vision and the goals we've developed to serve our vision.

Figure 1: Strategy Map


Mission
We enhance St. Albert's economy by creating an environment that attracts, expands, nurtures and retains business and tourism to complement, not compromise, quality of life for St. Albert's residents.
Vision
20/20 Vision: We will have 20% non-residential assessment with 20,000 local jobs by 2024.
Values
Our values are consistent with those held by City Administration with specific emphasis on:
Working as a team toward continuous improvement.
Providing superior customer service, and responding effectively to inquiries, opportunities and issues that impact the community.
Maintaining an environment welcoming business growth.
Encouraging active participation of business leaders and stakeholders.
Practicing fiscal responsibility.
Striving to achieve, or adopt, best practices in our profession.
Adhering to the EDAC Code of Ethics.
Respecting diverse interests and how they shape the future economic health of the community.
1. We will have an increased number of new or expanded businesses in St. Albert
2. We will have an increased number of residents working in St. Albert
3. We will maximize economic spinoffs from community events and attractions
4. We will provide excellent services

3.0 SERVING THE VISION

To carry out our mission, serve our vision and meet our goals, we have developed service standards and service levels. In effect, these form the basis of our action plan, providing the link between the strategic elements of the LTDP and its tactical elements - activities.

The service standards, service levels and strategies are shown in the following table.

Table 1: Goals, Service Standards, Service Levels and Strategies

Goal	Service Standards	Service Levels	Strategies
#1. We will have an increased number of new or expanded businesses operating in St. Albert	Promote opportunities in St. Albert to businesses, site locators and non residential developers	25 meetings with potential businesses each year Complete a marketing communication audit every three years	Create and implement a marketing strategy/plan • Target audience • Messaging
	Provide competitive municipal costs for businesses operating in St. Albert	We are plus or minus 10 per cent of the median each year	Research and advise Council so that policies and taxes remain competitive
	Ensure that serviced and unserviced land is available for commercial and industrial development	20 year supply of non-residential land; three-year supply of serviced industrial, business park and commercial land Review the percentage uptake of land on an annual basis	Advocate within the corporation for an appropriate mix of districted land • Encourage private sector development • Priority on commercial/industrial development
	Facilitate opportunities to improve availability of jobs for local residents	5% increase in the number of residents working in St. Albert each year Primary labour positions filled by St. Albert residents	Ensure sufficient transportation services are available for employees working in St. Albert to get to work easily Advocate for a range of housing options for varying income levels to accommodate increasing numbers of employees
	Work with businesses and business groups to identify and address various business needs	Visit 50 businesses per year through the Business Visitation Program Encourage Council members to attend at least 15 of these visits	Review transportation and infrastructure upgrades required to support business attraction, retention and expansion Facilitate increased amenities (attractions, goods and services) to meet the needs of a growing population
#2 We will have an increased number of residents working in St. Albert	Facilitate opportunities to improve availability of local labour	5% increase in the number of residents working in St. Albert each year Primary labour positions filled by St. Albert residents	Ensure sufficient transit services are available for employees working in St. Albert to get to work easily (within St. Albert and from the region) Advocate for a range of housing options for varying income levels to accommodate increasing numbers of employees

Comment [SR1]: Page: 11
Requires baseline data

Comment [SR2]: Page: 12
Out of our control

Comment [SR3]: Page: 12
See above comments

Goal	Service Standards	Service Levels	Strategies
#3 We will maximize economic spin-offs from community events and attractions	Facilitate increased visitor spending in St. Albert	3% increase in the number of visitors to St. Albert events per year Increase number of events and attractions in the city by one new mid size event or three small events per year: Large event – attracts more than 1,000 participants Mid event – attracts between 100 and 1,000 participants Small event – attracts less than 100 participants	Support further vitalization of the downtown area Promote current and future tourist attractions and events Facilitate development of the Sturgeon River valley and downtown riverfront Facilitate development of new tourist attractions and events, and enhance existing ones Advocate to maintain and upgrade existing sport facilities and the Red Willow Park system Advocate increased visitor options for accommodations Create a tourism brand for St. Albert Seek financial support from all levels of government
	Encourage and assist local groups to host events	Increase number of major events and attractions in the city by one new event per year (mid-size)	Promote current and future tourist attractions and events Facilitate development of new tourist attractions and events, and enhance existing ones Advocate increased visitor options for accommodations Create a tourism brand for St. Albert
	Encourage residents to participate in local events and spend in the community	3% increase in the number of residents that attend local events per year Increase percentage of residents who shop locally for the majority of their goods and services over 2005 Consumer Survey	Facilitate increased amenities (attractions, goods and services) to meet the needs of an increasing population Support further vitalization of the downtown area Facilitate development of the Sturgeon River valley and downtown riverfront Advocate to maintain and upgrade existing sport facilities and the Red Willow Park system

Goal	Service Standards	Service Levels	Strategies
#4 We will provide excellent services	Respond to all inquiries quickly	We will acknowledge inquiries or refer them to the right contact within one working day; 90 per cent of B&TD-related inquiries will have a response within one week	Make effective use of communication tools (email, phone, cell phone, etc.) Team members are empowered and knowledgeable to answer or refer inquiries on short notice
	Staff are satisfied working for the City	Percentage of B&TD staff that are satisfied or very satisfied with working for the City increases to 90% by 2017	Access to Community Futures Services Conduct Marketing Communication Audits
	Customers are satisfied with B&TD's services, events and products	Percentage of customers satisfied or very satisfied with B&TD's services, events and products increases from 75% to 85% by 2017	Access to Community Futures Services Conduct Marketing Communication Audits

Please see Appendix C: Annual Service and Performance Measure Targets for our annual service level targets including current status of these service levels.

4.0 ORGANIZING TO SERVE THE VISION

Business and Tourism Development has evolved through many changes over time (see below, section 7) to its current focus on functions that deliver maximum impact (for example, the change from tourism information to tourism development).

To bring strategic clarity to this evolutionary process, and to serve our vision and implement the action plan described in section 3, B&TD needed to take the initial step of re-organizing along the lines of our four core business functions. This was part of a larger re-organization within the City of St. Albert, completed in January 2007. Business and Tourism Development became part of the new division of Business and Strategic Services, along with Corporate Communications, Corporate Strategy and Business Management, Geographic Information Services and External Relations.

Our department re-organization grew out of corporate strategic planning and creation of the new Division of Business & Strategic Services in January 2007. Other economic development operations may be viewed in Appendix D: Best Practices. We have structured our organization around the core business functions of:

- Business attraction
- Business retention/expansion/nurturing

- Business licensing
- Tourism development

We also identified four critical support functions that are detailed below in Section 4.5. Because land sales do not fit within our four core businesses, it should no longer be a service provided by B&TD. The resources we previously allocated to land sales will now focus on marketing initiatives in support of business attraction, retention and expansion. Continued effort will also be required to conclude any outstanding land sales.

Please see Appendix E: Core and Supporting Functions for a more detailed explanation of each of our functions.

4.1 Business attraction

Through business attraction, B&TD serves the "20/20 vision" (20 per cent non-residential assessment and 20,000 residents employed locally by 2024). This is not only the department vision but also a major objective of the City's Municipal Development Plan and Economic Development Master Plan.

Business attraction consists of:

- Identifying target industry sectors compatible to St. Albert
- Identifying specific companies within each industry sector
- Meeting with key businesses, site locators and non residential developers
- Promoting St. Albert advantages

B&TD's business attraction responsibilities also include assistance for real estate inquiries about sales and leasing of commercial and industrial land/buildings in the City. The department will develop business attraction initiatives from an overall strategic City perspective, and through partnership opportunities with private sector developers. We will advise and provide prospective businesses with information and statistical analysis on St. Albert locations, projections, forecasting, demographics and business costs. As well, B&TD will initiate a marketing plan, following the principles outline in the MDP Section 5.2, including market demand, reaching targeted sectors and development of marketing tools.

Business attraction involves the following tasks:

▪ Target marketing	▪ Trade show attendance
▪ Responding to real estate enquiries	▪ Facilitating land sales (private/public)
▪ Business consultation and networking	▪ Site visits
▪ Working with other departments and SLT to accelerate commercial/industrial land availability	▪ Marketing/networking
▪ Gathering competitive knowledge	▪ Identifying and pursuing target industries/companies

• Incorporating/encouraging "green " thinking	• Promoting sustainable development
• Facilitating jobs and wealth creation	• Appropriate range of housing options to attract employment opportunities

B&TD reviewed key Site Selection Factors (for businesses potentially interested in locating in St. Albert) and measured these against industry needs, and the assets defined as St. Albert's advantage (see Appendix F: Site Selection Factors). This review enabled us to prioritize the industry sectors we will focus our business attraction efforts on. We prioritized the sectors by using the following three classifications:

A. Sector requires active, focused attention
B. Sector requires some attention and effort
C. We will support this sector as needed

The North American Industry Classification System (NAICS) is a comprehensive system encompassing all economic activities. It is a hierarchical structure. At the highest level, it divides the economy into 20 sectors. At the lower levels, it further distinguishes the different economic activities in which businesses are engaged.

For the purposes of this analysis, Business & Tourism Development combines several of the NAICS sectors into one broader category (ie: Although there is no one category for tourism in NAICS, Business & Tourism Development combined Arts, Entertainment and Recreation and Accommodation and Food Services under a tourism heading.

Some NAICS categories were not included within the Business & Tourism Development review, or they were deemed inappropriate for St. Albert (ie: Mining, Quarrying and Oil and Gas Extraction, Agriculture, Forestry, Fishing and Hunting)

The industry sectors that fall within these classifications are listed in the following table with the highest level NAICS code in parenthesis:

A. Active Focused Attention	B. Some Attention And Effort In This Sector	C. Will Support This Sector as Needed
Transportation, Warehousing, Distribution (48-49)	Manufacturing (31-33) Specialty Manufacturing	Healthcare and Social Assistance (62)
Tourism Arts, Entertainment and Recreation (71) • Performing Arts • Independent artists, writers and performers • Heritage institutions Accommodation and Food Services (72)	Real Estate, Rental and Leasing Investment (53)	Public Administration (91) • Provincial • Federal

A. Active Focused Attention	B. Some Attention And Effort In This Sector	C. Will Support This Sector as Needed
Retail (44-45) • Regional attractors • Big box shopping centre managers • Commercial developers	Education Services (61)	Finance and Insurance (52)
Construction trades (23)	Management of companies and enterprises (55)	Information and Cultural Industries (51) • Publishing Industries • Motion Picture and Sound Recording Industries • Broadcasting
Professional, Scientific, and Technical Services (54) • Environmental Services • Research and Development • Process Engineering • Architects • Engineers • Designers • Advertising • Computer program & design	Whole sale trade (41)	Administration and Support (56)
		Waste Management and Remediation Services (56)
		Other Services (Except Public Administration) (81)

In order to create the above table, we completed an analysis, which is provided in Appendix F: Site Selection Factors.

4.2 Business Retention

Business retention is an important component of any economic development program, given that in any business, it is much easier to retain a customer than it is to develop a new one.

Documented ED studies across North America show that as much as 80 per cent of growth will come from within the community. As well, local businesses tend to be more committed and less subject to relocation or being recruited by other communities.

Business retention involves a systematic approach and is less costly to deliver than business attraction. The City of St. Albert has promoted business retention through the Business Visitation program with the Mayor's Office and through continued surveys with the annual business license renewal program. B&TD has been active in the business community and supports events such as the Small Business Week, Downtown Business Association, Chamber of

Commerce Trade Show and the Annual Chamber Golf Tournament. It is important for the department to maintain a high level of exposure with local businesses and organizations.

Business retention involves the following activities:

▪ Formal site visits with Mayor, Council and/or staff to existing business	▪ Informal site visits with existing business
▪ Networking with local businesses and business community (meetings with Chamber, DBA, NABI etc)	▪ Providing information to businesses (e.g. Focus, census, trade area survey, traffic counts, lease space)
▪ Assist in finding expansion land/location	▪ Competitive/market research
▪ Marketing and networking	▪ Business consultation and networking
▪ Respond to business needs and foster a favorable business environment	

4.3 Business Licensing

In 2000, City Council approved the elimination of the St. Albert business tax and replaced it with a revenue-neutral, non-residential property tax rate and universal business license. The business-licensing program has created a more equitable tax treatment for business. Business licensing now includes home-based businesses as well.

St. Albert-based (resident) and non-St. Albert based (non-resident) businesses are required to obtain an annual business license. License fees can be exempt in accordance with a Statute of the Province of Alberta, Parliament of Canada or a registered association.

Information collected for the business license provides much needed data for our Emergency Services personnel in case of fires, product spills and other emergency situations, and for Business & Tourism Development. Information from business licensing enables us to produce a comprehensive business directory at no charge to St. Albert businesses. The directory is placed on our web site and updated on a regular basis. Other than the basic information listed in the directory, all other information taken from business licensing is confidential and protected under FOIP regulations.

Business licensing involves:

- Issuing licenses to resident and non-resident businesses
- Issuing tobacco licenses
- Creating the business directory
- Collecting fees
- Enforcement
- Marketing and networking
- Creating the Business Welcome package

4.4 Tourism Development

Tourism is not defined as a single industry sector, but is encompassed within a number of sectors, including: retail trade, information and cultural industries, arts, entertainment and recreation, and accommodation and food services.

St. Albert has adopted a Tourism Master Plan (TMP), which will be implemented through this LTDP. Business cases will be written to support the recommendations and strategies contained within the TMP. Although the recommendations have been prioritized they will not necessarily be implemented in the order listed in the TMP because of cost or additional resources required. Some of the strategies that support the recommendations may take 20 years or more to implement.

Tourism involves:

▪ Tourism development (City of St. Albert Tourism Master Plan) in the following sectors: ▪ Heritage, Arts, Culture, Agri-Tourism, Nature, Events and Festivals and Sports	▪ Marketing and promoting existing and future events and attractions
▪ Regional events/activities (Edmonton Regional Tourism Group)	▪ Assisting local businesses with marketing special events, etc. (arts, culture, heritage sites, sports, etc.)
▪ Information sharing (visitor services)	▪ Provide support to groups and organizations in developing new tourism events and attractions
▪ Research/surveys/gathering local tourism statistics	▪ Satellite locations for tourism information dissemination
▪ Strategic marketing and networking	

4.5 Critical Support Functions

B&TD is also responsible for four functions that provide critical support for our core business functions:

- Land development
- Marketing, networking and special projects
- Competitive knowledge
- Administration

Land development involves:

- Working closely with private sector developers to identify industrial and commercial land needs (the City is no longer the sole developer of industrial land)
- Identifying potential customers for non-residential land
- Lobbying private sector land developers to invest in St. Albert properties
- Helping to market non-residential lands throughout the community
- Monitoring and encouraging non-residential land development in various sections of the City as identified in the MDP

Marketing, networking and special projects involves:

▪ Providing city information to realtors and new residents	▪ Holding business events (breakfasts, lunches, receptions)
▪ General community marketing and networking	▪ Creating and selling City maps
▪ Advertisements – (general community marketing such as phone books)	▪ Community profile video
▪ Providing information and directions to drop in visitors	▪ Web development
▪ Community signage	▪ Focus On Business Newsletter – creation, publication and distribution
▪ Community calendar – creation, publication and distribution	▪ Phone referrals – calls are transferred to B&TD even if not related
▪ Creating and supporting satellite information centres	▪ Appropriate range of housing options to retain employment opportunities

Competitive knowledge involves:

▪ Attending regional business organization meetings (Edmonton business meetings, Sturgeon County, real estate forums)	▪ Attending regional, provincial and national economic development meetings (Greater Edmonton Growth Team, Edmonton Regional Tourism Group, Economic Developers of Alberta, Economic Developers Association of Canada)
▪ Capital Region initiatives and alliances	▪ Specific research (Best practice, competitive advantage, etc.)
▪ Secondary research (StatsCan, etc)	▪ Primary research (trade area, census)
▪ Extract data from external reports to create B&TD reports, Business Buzz (Internal planning tool)	▪ Through business networking, issues identification and follow-up
▪ Participation with St. Albert stakeholders (DBA, Chamber, SAEDAC)	▪ Research through Albertafirst.com – community profiles
▪ Active involvement in relevant committees/organizations (member, chair)	▪ Projections and forecasting

Administration involves:

▪ Human resource management	▪ Financial management
▪ Health and safety	▪ Internal communication
▪ Building/property operation/maintenance	▪ Records management and storage
▪ Managing communications/information flow (email etc)	▪ Administration/City Council Reports
▪ Administrative support for SAEDAC	▪ Strategic/business planning

▪ Interdepartmental collaboration	

5.0 FINANCIAL IMPLICATIONS

Please see Appendix G: Financial Implications for all supporting financial data for the information provided in this section.

The Long Term Department Plan covers the 10 year period from 2008 – 2017. Many graphs and backup data has been extended to 2024 which is the target date to achieve the overarching goal of 80/20 assessment split. The 10 year plan discusses the strategies and illustrates the projected progress as we move along the longer time spectrum in achieving the longer term goal.

5.1 Growth Projections

Economic development should not be viewed as an expense, but rather an investment for the future. As part of the LTDP, Business & Tourism Development is striving for a more balanced split between the residential and non-residential tax bases. Today's investments will pay long-term dividends in the form of a more balanced tax base for generations to come.
The current assessment split between residential and non-residential ratepayers is 89 percent and 11 per cent respectively. The goal is to improve to a more balanced split of 80 per cent residential and 20 per cent non-residential by 2024. Achieving this 80/20 target should lighten the burden for residential ratepayers.

To achieve the goal of 80/20 by 2024, we have assumed the following in our projections:

- Assessment values of non-residential will increase from growth in that sector paced with expected availability of serviced commercial/industrial lands
- Residential assessment will continue to grow at a reasonable pace based on past trends
- The existing split tax rate remains constant over the analysis
- The total property tax levy will increase at a rate of 3.5% compounded annually to reflect projected inflation on Budget.

Figure 2 & Figure 3 shows that as non-residential assessment increases to 20 per cent, the residential /non-residential tax split will change from 85/15 ($48,362,325/$8,788,675) to 73/27 ($72,455,521/$26,643,515). This shift of tax base from residential to non-residential will result in a 16% decrease in residential taxes from the current level.

Figure 2: Residential / Non-Residential Tax Revenue Dollar Split

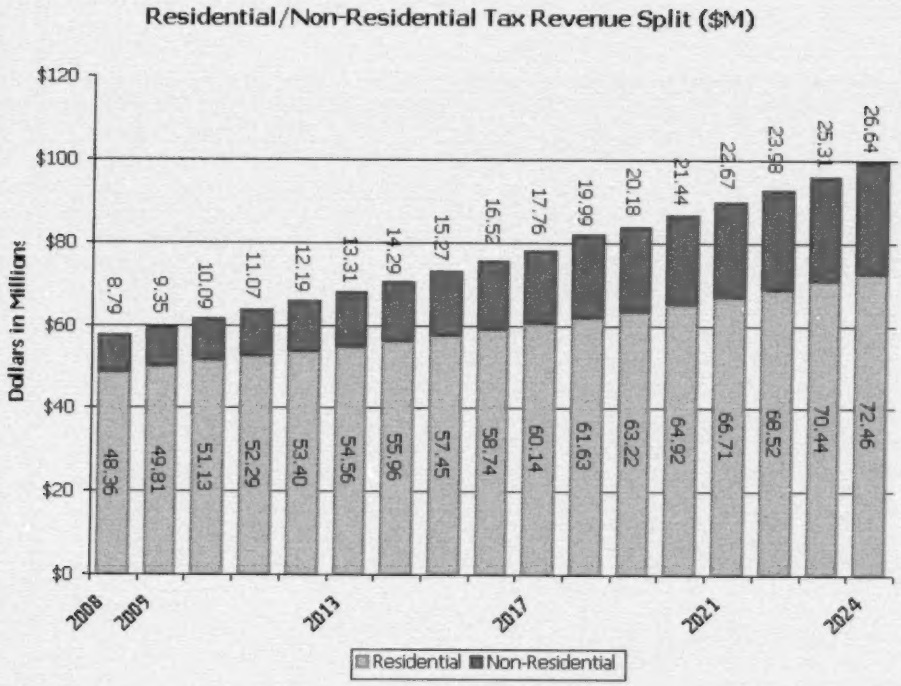


Figure 3: Residential / Non-Residential Tax Revenue Percentage Split

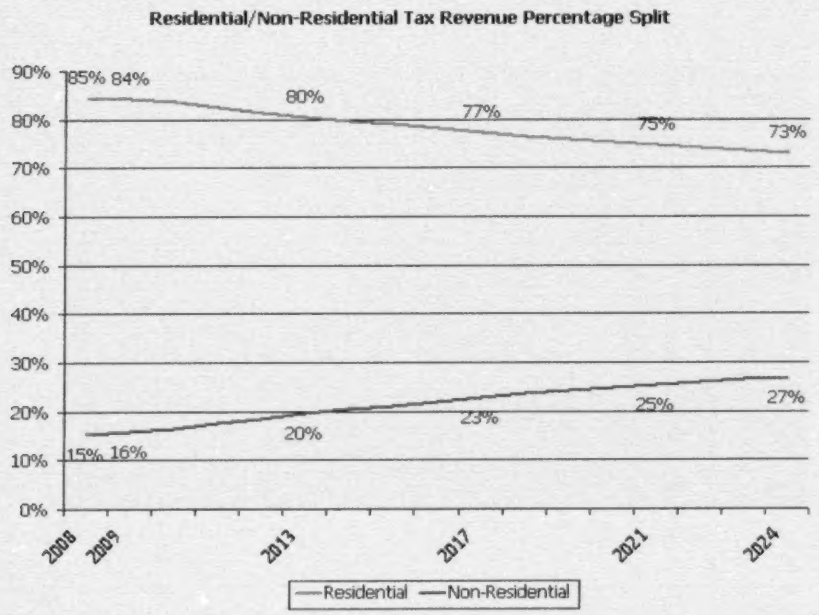
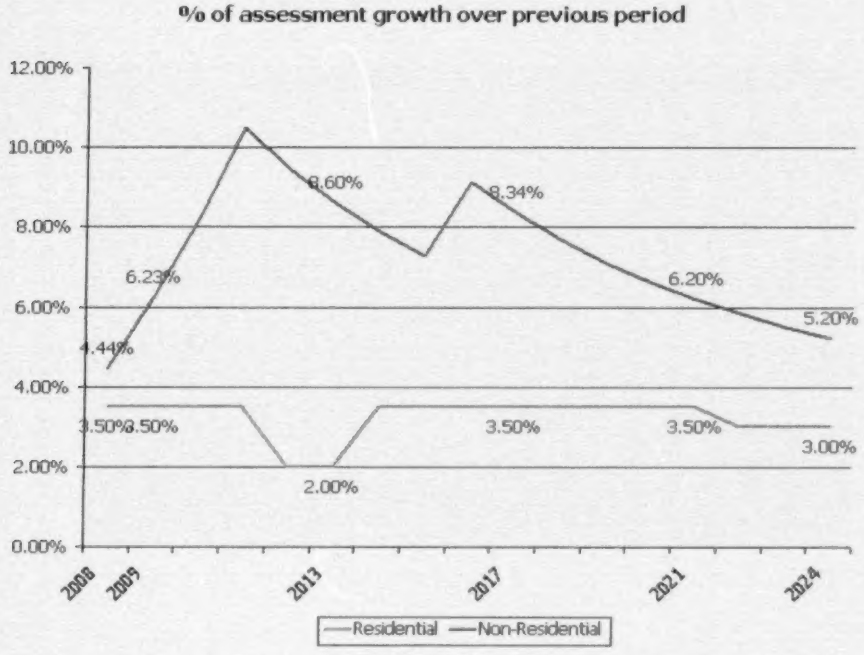


Figure 4 shows the expected growth in non-residential assessment over the previous time period. In this figure, we assume there is a consistent residential growth rate of 3.5% with a minor decrease to 2% for a couple of years only. The non-residential assessment growth is directly

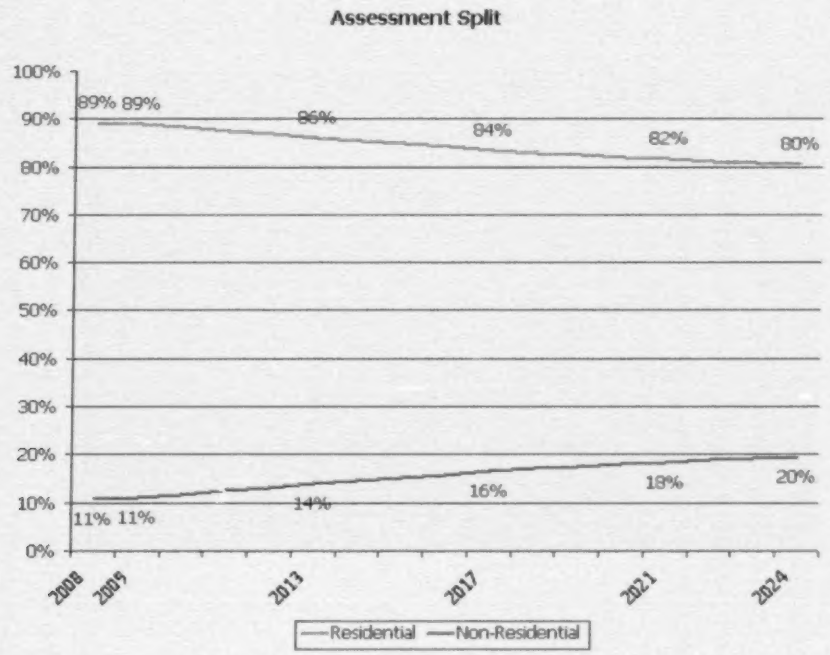
related to availability of serviced non-residential land in the annexation area. All of the growth expected between 2008 and 2024 is paced with expected availability of serviced lands.

Figure 4: Percentage of Assessment Growth Over Previous Period



Figures 5 below tracks the progress of moving from 89/11 to 80/20 assessment split.

Figure 5: Assessment Split



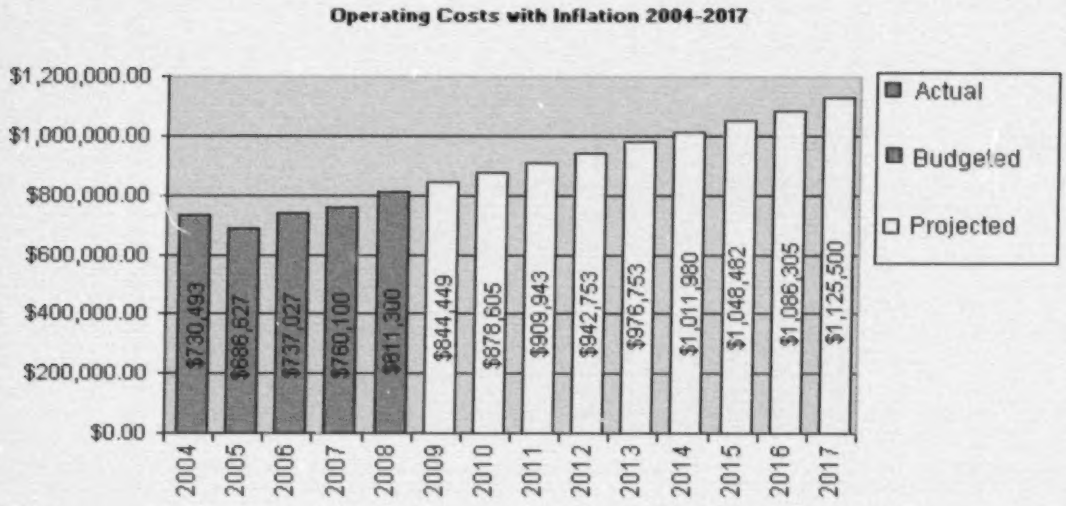
5.2 Budget Trends

Business & Tourism Development budgets have been conservatively managed with an increase of only $80,800, an average increase of only 2.2% per year over the last five years, 2004-2008.

B&TD budgets must increase to cover inflationary pressures from 2007 to 2017, even if no new initiatives are undertaken. Just to maintain the current levels of service, B &TD's Operating Budget, provided by Financial Planning, is projected to increase 4.3 per cent per year on average over the next ten years.

Figure 6 on the next page shows how B&TD's budget will increase each year just to meet inflationary pressures.

Figure 6: Operating Costs with Inflation 2004 - 2017

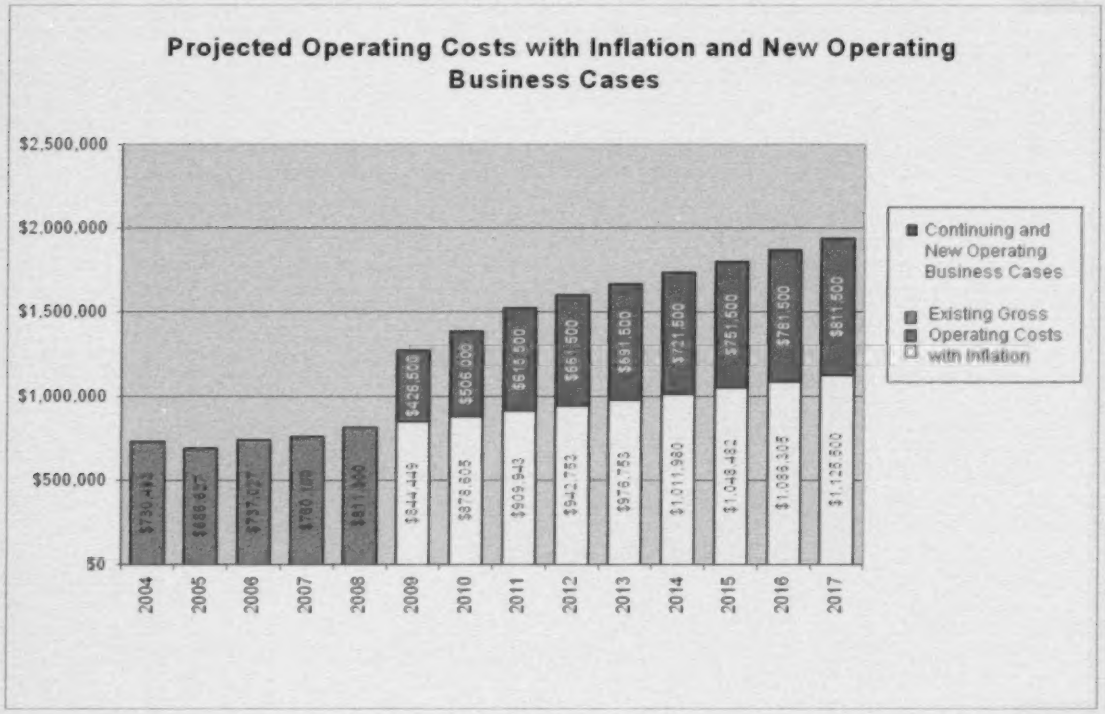


5.3 Business Cases

To achieve the goals and service standards outlined in the LTDP, B&TD needs additional resources. The majority of these will support new marketing initiatives, in both business development and tourism development.

Figure 7 on the following page shows projected gross operating costs with inflation and the new business cases that B&TD will require over the next 10 years in order to meet the service levels.

Figure 7: Projected Operating Costs with Inflation and New Business Cases



5.4 Operating Resources Required

To achieve the goals and service standards outlined in the LTDP, B&TD needs additional resources. The majority of these will support new marketing initiatives, in both business development and tourism.

To most effectively serve this LTDP, B&TD has identified resources they will require each year over the next 10 years. B&TD understands they need to create a business case for each of these new resources and that Council will consider them within the overall corporation during each budget process. The following tables (Tables 2 and 3) outline the resources that B&TD will request over the next 10 years.

Table 2: B&TD Staffing Resources Needed To Meet LTDP Goals

Goal	Staffing	Cost	Year	Purpose
1 & 2	1 FTE - Marketing Coordinator	$ 72,500	2009	Gear up capability to market the City to achieve Council objectives
1 & 2	1/4 FTE Increase to Graphic Design position	$ 20,000	2009	
3 & 1	1 FTE - Web/Marketing - 1/2 Tourism 1/2 Business Development	$ 67,500	2009	
4	1 FTE Operational Support	$ 58,500	2009	Additional operational support required
4	1 FTE - Junior Economic Development Officer	$ 72,500	2010	Research/analyst, customer service, surveys, cost of business study updates competitive analysis, tourism measuring, funding/grants ie: CISP, etc *Succession planning*
3	Marketing Coordinator – Tourism	$72,500	2010	Enhance marketing capability for events/attractions
3	1 FTE – Special Events Commissioner	$ 72,500	2011	Attract Tourism opportunities/bid/host events
1, 2 & 4	1/2 FTE - Business Licensing	$ 37,500	2010	To respond to additional licensing demands
1, 2 &4	1/2 FTE Increase - Business Licensing	$ 30,000	2012	To respond to additional licensing demands

Table 3: B&TD Operational Requirements to Meet LTDP Goals

Goal	Operational Requirement	Cost	Year	Purpose
Goal 1 and 4	Marketing Audit (every 3 years)	$ 15,000	2009, 2012 2015	To monitor progress and improve on delivery of services
Goal 1 and 2	Cost of Growth Study	$ 15,000	2009	Baseline economic data
Goal 1 and 2	Marketing	$ 25,000 $ 50,000	2009 2010 & ongoing	Increase marketing materials and networking profile
Goal 1 and 2	Memberships	$ 2,000	2009 & ongoing	Maintain professional designations & increase networking opportunities
Goal 1 and 2	Multiplier Effect Study	$ 15,000	2009	Baseline economic data
Goal 1 and 2	Trade Show Equipment	$ 10,000 $ 1,000	2009 2010 ongoing	Trade show booth, computer, projector, etc. – update and maintenance
Goal 1, 2 and 4	Handheld licence application device (Cost estimate unavailable)		2010	Improve Department efficiency.
Goal 1, 2	Vehicle – Internal Fleet Account	$ 11,000	2011	For second Business Licence Insp.

Goal	Operational Requirement	Cost	Year	Purpose
and 4				
Goal 4	To relocate with Licensing to distribute work load (Cost estimate unavailable)			For efficiency
Goal 4	Development & Training budget	$ 1,000 $ 2,000 $ 3,000 $ 4,000	2009 2010 2011 2012 & ongoing	Ongoing training to maintain professional level of Department expertise
Goal 3	River Revitalization – Sturgeon River Study	$ 100,000	2009	Estimate
Goal 3	Tourism Marketing	$ 25,000 $ 50,000 $ 75,000	2009 2010 2011 & ongoing	Marketing materials and promotional budget

With the inclusion of the aforementioned Business Cases to meet the new requirements of the LTDP, B&TD operating costs will increase as shown above. Refer to Appendix G: Financials for spreadsheet details prepared by Financial Planning.

5.5 Capital Resources Required

The Tourism Master Plan, adopted by City Council in June 2007, identifies a number of capital expenditures, particularly around the river revitalization and cleanup.

Capital Business Cases will be submitted for these expenditures and are forecast over the next 10 years. These forecasts are for total project costs, however numerous funding sources will be explored in order to reduce the impact of these projects for the City. No new revenues have been identified from the Tourism Master Plan, and further investigation will occur in these areas.

In addition to the TMP, there are other capital expenditures that are forecast over the next 10 years. All capital expenditures are identified in the following table.

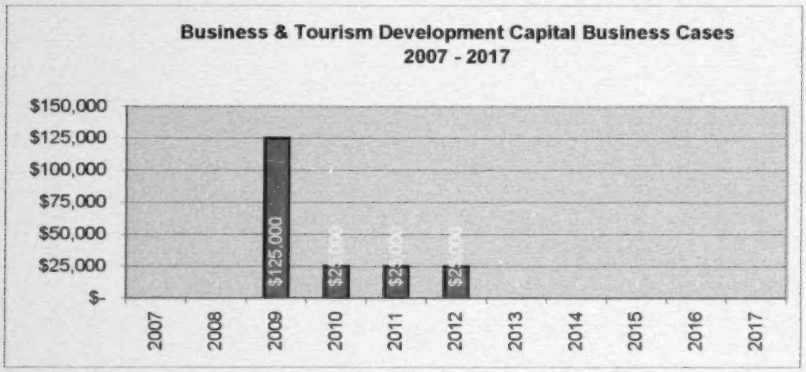
Table 4: B&TD Capital Requirements to Meet LTDP Goals

Note	Capital Requirement	Cost	Year	Purpose
Goal 1 and 3	Downtown Signage/banners, etc. - entrance feature - $125,000/yr	$ 125,000	2009	In Tourism Marketing Plan
Goal 1 and 3	Downtown Signage/banners, etc. - entrance feature - $25,000/yr for three years	$ 25,000	2010 2011 2012	Tourism Marketing Plan
Goal 3	Capital for renovations to City Hall – Community cultural amenities	TBD	2012	Renovate main floor for community/cultural amenities
Goal 3	Nature Interpretive Centre in Lois	$ 0	2015	Via Province's planned

Note	Capital Requirement	Cost	Year	Purpose
	Hole Centennial Provincial Park			construction of the Lois Hole Centennial Provincial Park
Goal 3	River Revitalization - Capital Improvements (Cost Estimate Unavailable)	TBD	TBD	Will require detailed study

Figure 8 below provides a graphical representation of the cost of the capital business cases that B&TD will submit for the ten years of this plan.

Figure 8: Business & Tourism Development Capital Business Cases



Investment in the Long Term Department Plan will generate new tax revenues to contribute to the City's annual budgets for many years to come, long after the life of the Long Term Department Plan.

Projects relating to signage account of $200,000 for the community/cultural amenities while it is unknown how much will be required to renovate City Hall. Further study is required to be able to project Capital budget projections for the River Revitalization Project. The province will incur the cost to build a Nature Interpretive Centre.

6.0 THE PLANNING PROCESS

Business and Tourism Development has followed a comprehensive, rigorous process to develop the LTDP. The process involved professional research, collaboration with key stakeholders and the City's corporate planning framework and standards.

- B&TD staff, with over 60 years of combined economic development experience, drew on our own wealth of knowledge and that of our professional associates in provincial and national economic development associations.
- We also garnered local perspectives and stakeholder input through our extensive participation on regional boards and committees.

- We put in two years of general best practices research, gleaning information from a large collection of professional publications and studies.
- Our staff also conducted a telephone survey of 15 specially selected Canadian municipalities to identify best practices with specific relevance to the St. Albert context. Please see Appendix D: Municipal Survey in Best Practices for the results of our survey.
- With this research in hand, we worked through a year long process, facilitated by the City's Manager of Corporate Planning, to generate the LTDP.
- We reviewed previous economic development studies done for the City of St. Albert (ie: Marketing Communication Audits 2000 and 2004; Marketing Plan)
- We conducted an in-depth analysis of the factors in business site selection and how these influence various industry sectors (see Site Selection Factors Appendix F). We also analyzed the advantages and disadvantages offered by St. Albert to industry sectors.
- Operating within the City's corporate planning framework, we reviewed planning documents such as Municipal Development Plan (MDP), Economic Development Master Plan (EDP), and the Tourism Master Plan, to ensure the LTDP serves the City's direction and corporate vision.

Please see Appendix H: Process for a more detailed description of some of the deliverables B&TD completed while developing this LTDP. Appendix I: Bibliography contains a bibliography of all documents accessed to produce this LTDP.

APPENDICES

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Appendix B: Economic Development 101
Appendix C: Annual Service And Performance Measure Targets
Appendix D: Best Practices
Appendix E: Core And Supporting Functions
Appendix F: Site Selection Factors
Appendix G: Financial Implications
Appendix H: Process
Appendix I: Bibliography

APPENDIX 'A'
OVERVIEW OF TRENDS AND ASSUMPTIONS

"TECHNICAL BACKGROUNDER"
RESEARCH SUMMARIES

APPENDIX 'A'
OVERVIEW OF TRENDS AND ASSUMPTIONS

"Technical Backgrounder"
Research Summaries

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APPENDIX A – OVERVIEW OF TRENDS AND ASSUMPTIONS

The City of St. Albert faces competing pressures (e.g., the need to grow business versus the housing crunch), each of which is a priority with its own specific resource requirements. These pressures present significant challenges to our ongoing ability to deliver the quality of life our residents expect. In response, the City needs to look at ways to rebalance the tax base.

By investing in economic development, we can shift the tax burden from its current heavy reliance on residential assessment to a broader commercial/industrial tax base. This is the desired outcome from the Business & Tourism Development Long Term Department Plan. (LTDP)

The LTDP draws considerably on the well-researched information contained in the St. Albert Corporate Business Plan 2007 – 2009, and the updated City Plan. We used this information to help us identify trends, and establish assumptions, that in turn provide the baseline for our objective of a rebalanced blend (80 per cent residential/20 per cent non-residential) of business, industry and residential tax assessments.

The factors that inform these trends and assumptions fall into basic categories: political, economic, social, and technical.

A 1. Political Factors

The political climate influences our planning through government policy and action at all three levels. Governments exert their influence through changes to regulations, approvals and funding strategies.

Funding Relationships with Other Levels of Government
A report from by the Federation of Canadian Municipalities (FCM) shows that out of every tax dollar collected in Canada, 50 cents goes to the federal government, 42 cents goes to provincial and territorial governments, and the remaining eight cents goes to municipalities ("Building Prosperity from the Ground Up: Restoring Municipal Fiscal Balance – June 2006"). The report suggests that, "The resulting fiscal imbalance is the root cause of the many challenges facing Canada's cities and communities best illustrated by the $60 billion municipal infrastructure deficit."

Because municipalities shoulder much of the financial responsibility for services, programs and municipal infrastructure, funding transfers from higher levels of government play an important role. This funding is necessary for municipalities to maintain healthy infrastructure, which in turn is key to attracting and retaining business and industry.

Regional Matters
Alberta's Capital Region is seeing unprecedented growth. St. Albert's role in that growth, particularly through annexation and intermunicipal coordination, requires that it consider regional issues and participate in regional decision-making. Local governments in the region

must collaborate to make the most of this growth and address, in a coordinated manner, the challenges presented by today's economic climate.

St. Albert has annexed 1330 hectares of land from Sturgeon County (February 14, 2007), positioning the city to grow and diversify. It also continues to play a major role in regional partnerships, through the political level of ACRA and other groups such as the Capital Region Integrated Growth Management Plan, the Greater Edmonton Growth Team, Edmonton Regional Tourism Group, etc. Regional partnerships will play a key role in St. Albert's development; new partnership opportunities will be explored.

A2. Economic Factors

For a community to be economically sustainable, it must attract new business investment, create jobs and expand its local tax base. Thus, it's fitting that economic development is a major priority for the City of St. Albert.

The prevailing economic conditions have a real bearing on the challenges that face St. Albert. Current and future economic conditions are expected to place significant pressures on planning and budgeting. While the provincial and regional economies are the focus here, national and even international economic conditions will also affect St. Albert.

As the information age economy blossomed in 1990s, industries and businesses became more mobile. Traditional criteria for a manufacturing based economy – such as proximity to markets, raw materials, cheap land, and energy – became less important.

New priorities – such as a skilled and reliable labour force, and quality of life -- are now considered when businesses decide on location. Also, in recent years small businesses have become significant employers. Therefore, supporting local business growth and entrepreneurship has become as important as external business recruitment. St. Albert is well positioned to capitalize on these new trends, as long as it maintains an adequate supply of well located commercial and industrial land.

Economic Climate

Some of the economic highlights for metropolitan Edmonton and the province of Alberta include:

- Metro Edmonton's gross domestic product (GDP) is projected to grow by over three per cent per year between 2006 and 2011.
- Construction activity in the Metro Edmonton grew by 16 per cent in 2006.
- Total value of the five announced bitumen upgrader projects in the capital region is projected at $17.1 billion. Additional upgrader projects are anticipated.
- Major projects in northern Alberta are estimated at $97.8 billion in 2007.
- Metro Edmonton's employment rate will grow by a solid 3.2 per cent in 2007. The Metro Edmonton area is projected to have over 600,000 employees by 2011.
- Metro Edmonton is projected to have over 10,000 housing starts per year until 2011.
- Metro Edmonton's retail sector is forecast to grow by 4.4 per cent in 2007.

- Real GDP growth in Alberta is expected to be 4.5 per cent in 2007.
- Alberta's unemployment rate is expected to drop to less than 3 per cent in 2008.
- Oil prices are expected to be volatile until 2008, with prices up to U.S. $75 per barrel, and will ease back to the U.S. $55 to $60 range toward the end of the decade.

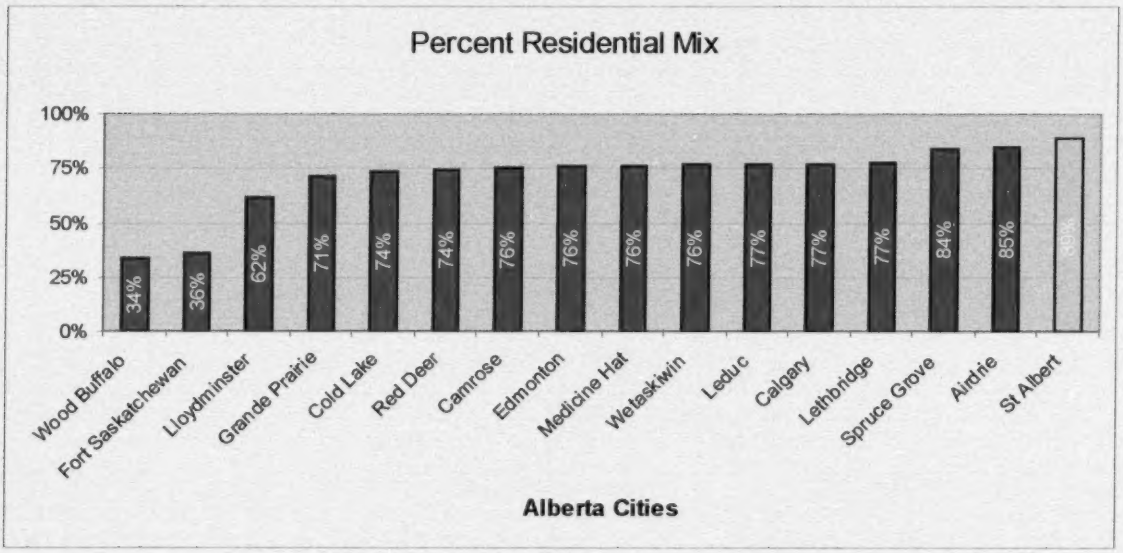
The Provincial and Regional Economies

The *Canadian Economic Observer* said, "Alberta is in the midst of the strongest period of economic growth ever recorded by any province in Canada's history." ("The Alberta Economic Juggernaut: The Boom on the Rose", September 2006.) This boom has its negative affects: for St. Albert, double-digit inflation on construction projects and the tightest labour market in North America. For the City budget, this means either reducing much-needed infrastructure maintenance or increasing debt financing and tax revenues – or a combination of both. The Long Term Department Plan also proposes to grow and diversify St. Albert's tax base as a solution to this problem.

The construction of several major petrochemical and upgrader facilities in the Heartland region (more than $30 billion) will substantially affect the Edmonton Capital regional economy, including St. Albert. For St. Albert, this includes potentially increased demand for residential and non-residential land, and the related impacts on all of our services and transportation.

Assessment Mix

The City of St. Albert tax assessment blend is skewed heavily toward residential, as opposed to commercial and industrial, properties. In fact, of all Alberta cities, St. Albert's assessment blend is most unbalanced, at 89 per cent residential and 11 per cent non-residential (commercial, industrial and institutional). (*Source: Albert Municipal Affairs 2006 Equalized Assessment).*



Tax Rates

St. Albert relies heavily on residential taxpayers, and has the highest level of residential taxation among Alberta cities. St. Albert's non-residential taxation, however, sits at the mid-range among Alberta cities. A business located in St. Albert pays about the same taxes as a similar business in Edmonton (*Source: Alberta Municipal Affairs Financial Information Returns 2005).* The Myers Norris Penny Tax and Utility Comparison for Residential and Commercial Properties (June 2004) reported that when factors such as utilities, lower franchise fees and absence of local improvement taxes are considered, the cost of operating a business in St. Albert is competitive in the Capital Region.

Commercial Development

Across Western Canada, changes in retailing concepts have radically affected the commercial structure of our cities. Traditional downtown, regional, district, and neighbourhood centers have morphed into urban village centres, big box retail outlets along major transportation corridors, entertainment and retail power centres, and e-commerce.

St. Albert's commercial areas have developed in a manner typical of many urban centres. St. Albert Centre and Inglewood Town Centre form the core of a commercial arterial strip with its southern anchor at the Gateway Village Superstore development and its northern terminus at the Wal-Mart/Home Depot. This pattern reflects the current consumer focus on accessibility by car and high visibility. Desirable locations for future retail development will be influenced by the direction of future city expansion and transportation routes.

Industrial Development

Based on the city's socio-economic structure, other forms of industrial business parks for specific economic sectors may hold promise. In keeping with St. Albert's vision, targeted industry sector development will complement, not compromise, St. Albert's quality of life.

Resource development in the Industrial Heartland and across northern Alberta will present opportunities. St. Albert's targets include spin-off industry and service sector firms, which may support the mega-projects in the region while remaining environmentally responsible. There are also opportunities for industrial park development by expanding existing business parks and developing the newly annexed area.

Incubator centres are also emerging. An incubator centre aids business growth by providing subsidized rental space, shared office services, flexible lease provisions and business consulting assistance. Incubator centres increase the chances of success for new entrepreneurs, by providing a framework of focus and bringing together the critical elements of the entrepreneurial process. The Northern Alberta Business Incubator is a local example of a successful incubator centre.

A.3 Social Factors

Societal change can have many effects on the programs, services and infrastructure provided by cities. The following sections point to the key social factors that significantly impact the development of the business plan and budget for the City of St. Albert.

Population and Civic Growth
The 2005 St. Albert census found that the City's population increased 3.15 per cent between 2003 and 2005. We anticipated that population growth will continue at the same rate over the short term. However, as new residential development comes on stream in 2009 (following completion of plans for the annexed land has been completed) we anticipate a significant spike in growth.

Regional competition, the availability of serviced land, and housing costs will impact St. Albert's growth rate. Also, industrial growth will be affected by changing community demographics and concomitant housing needs.

With our steady population growth (and expanded territory) comes the need to increase the services we deliver. This will include increased programs and services for residents, more roads, increased demands on civic facilities, and a wide variety of other services. There will also be a need for more affordable housing, a situation further exacerbated by substantial inflation in the residential construction industry.

Population Growth
The population of St. Albert reached 57,155 in 2006, according to the Federal Census. The forecast in Table 1 shows population projections from 2007 to 2017. Applications Management assumes a growth rate of 2.6 per cent, meaning the City of St. Albert will potentially exceed 77,978 by 2017.

Table 1: Future Population Scenarios to Year 2017

Year	Population* Applications Management	Population** B&TD
2007	60,754	58,600
2008	62,564	59,479
2009	64,188	60,371
2010	65,811	61,276
2011	67,457	62,195
2012	69,130	63,128
2013	70,890	64,075
2014	72,627	65,037
2015	74,384	66,012
2016	76,168	67,002
2017	77,978	68,007

* Applications Management populations are estimated at 2.6%
** B&TD populations are estimated at 1.5% growth based on actual population growth from 2002 - 2006

Demographic Trends
Demographic trends in St. Albert show the population is growing older, the proportion of school age children is declining, and the size of households is decreasing. Some highlights:

- Population growth rate has slowed in St. Albert compared to other regional and provincial municipalities, which continue to see significant increases.
- Household composition is changing, and the number of households is growing faster than the overall population. People are marrying later and more aren't marrying at all.
- Couples are having fewer children; more are having no children. Divorce rates continue to be high; the rate of remarriage is decreasing. This has an impact on housing choices, lifestyle choices and the type of community people are looking for.
- Young people are taking much longer than previous generations to gain education, wealth and assets, and to marry and start families.
- St. Albert has a higher proportion of pre-seniors than most regional municipalities, and a much lower proportion of people aged 20 - 40.
- People are living longer and healthier, and the majority choose to live independently longer, and generally in their own house.
- As people age they are more likely to live in smaller households, less likely to move, more likely to consume services (eg. health, travel, financial planning) rather than goods, are more interested in walking trails than soccer fields, and are more likely to be self-employed.

Volunteerism
Overall there is a shift away from long-term volunteer commitments towards short-term, fixed, defined commitment. Generally, it is more difficult to attract volunteers to City opportunities requiring ongoing commitment (e.g. Arden Theatre). This may result in the City administration needing more staff positions.

A.4 Technical Factors

Technical factors include things such as advances in technology and changes to the way we work brought on by innovation, policy changes and regulations etc.

Internet Use – Marketing, Site Selection Services
Internet use has increased dramatically around the world. Businesses, visitors and potential new residents are using the Internet to research communities before making decisions. The Internet provides one of the most cost effective marketing tools, reaching a worldwide audience, 24 hours a day, 7 days a week. Any new marketing plan should include significant web presence.

Companies looking for relocation sites will conduct preliminary research through the Internet. Professional site selection firms will research location advantages on the Internet and only follow-up with communities that get on to a shortlist. A highly polished, informative website is essential to attract relocating businesses.

Geographic Information Systems (GIS)
To complement enhanced website marketing, many communities are incorporating a full-fledged GIS system. Through GIS, businesses and residents can pinpoint exact building locations, view surrounding businesses, road networks, etc. GIS will complement business and residential marketing efforts.

Emerging Concepts for Retailing
The following is a summary of the emerging concepts for retailing described in St. Albert Future Land Use Study.

Big Box Stores and Regional/Super-regional Power Centres – The most popular form of commercial development is the regional or super-regional power centre. These are generally built on large tracts of cheap land on city outskirts along a major transportation route. They include a wide variety of big box stores and chain restaurants and smaller stores spread out in hodge-podge fashion surrounded by acres of parking. The reach of their market share is considerable, often to the detriment of smaller centres and communities.

There are five different types of big box stores:

- Warehouse clubs, such as Costco, with a wide range of merchandise
- High volume single category stores, including Toys-R-Us and Home Depot
- Discount department stores, of which Wal-Mart is probably the best known
- Off price retail stores, such as Winners, offering high profile labels at lower cost
- Outlet stores selling limited selections of a given brand or label at reduced prices

Entertainment/Commercial Combination – This is a variation of the power centre concept, involving the clustering of entertainment-related facilities, sometimes in combination with power centres. These may be found in urban core areas, such as downtowns, or in suburban areas. They could include such things as: movie theatres, theme parks, computer game emporiums, sports facilities, comedy clubs & live theatres, large format entertainment and recreation stores such as book or electronic stores.

E-Commerce and Direct Response Retailing – Electronic retailing is growing in popularity. This includes e-commerce, online purchasing and various forms of direct response marketing, such as television shopping channels. The number of households participating in e-commerce is increasing much faster than the number of firms participating in e-commerce. People often combine e-commerce activities with traditional in-store shopping, such as doing a price comparison between stores before visiting the store to make the purchase.

Home Based Business and Self-Employment – The City of St. Albert, like much of Alberta, has seen significant growth in small businesses, self-employment and home-based businesses. Older people are more likely to be self-employed. However, younger people, with their high comfort levels with technology, are also seeing this as a way to maintain independence. The majority of female entrepreneurs began their

businesses out of their homes. They add diversity to the economy. St. Albert has seen a 39 per cent increase in home-based businesses between 2001 and 2006, indicating healthy growth in the sector.

Downtowns and Transformed Main Streets – With the changes in family demographics, (e.g. smaller families) many people are looking for a more diverse urban lifestyle. In the Capital Region this is evidenced by the popularity of such areas as Whyte Avenue in Old Strathcona. Many municipalities are investing significant resources into bringing life back to downtowns and mixed-use main streets.

Emerging Concepts in Industrial Parks and Employment Centres

The move from the industrial age to the information age has changed where and how businesses operate. Aside from the conventional light industrial parks of the 1970s and 80s new concepts are emerging:

Business/Office Park – This complements the more traditional forms of industrial development by providing an overall setting with a prestigious and distinct identity. Business parks have lower environmental impact, with reduced smoke, noise, vibrations, dust, odour or potential environmental contamination. Therefore, they can be located adjacent to residential areas.

Technology Parks or High Tech Campuses – High tech campuses include a concentration of high technology firms in a campus-like setting of low-density development, with generous landscaping and a variety of support services and amenities.

Cyberdistricts – Cyrdistrict call centres are a new way of rejuvenating older neighbourhoods and defunct commercial/industrial areas in city centres.

APPENDIX 'B'
ECONOMIC DEVELOPMENT 101

"TECHNICAL BACKGROUNDER"
RESEARCH SUMMARIES

APPENDIX B: ECONOMIC DEVELOPMENT 101

Economic development means different things to different people and is often the most misunderstood function in a municipal corporation. While researching for the LTDP, Business & Tourism Development came across an article entitled Economic Development 101. This article was published by Grand Junction, Colorado and it explains the economic development function.

Support for economic development initiatives in the City of St. Albert permeates all aspects of the corporation. Every department of the City plays a role in economic development, even if it is not highly visible.

While Economic Development and Tourism takes the lead in developing and attracting new businesses in the city, and all other departments provide an important support role. All programs and services provided by the City of St. Albert can be attributed to the promotion of St. Albert as an attractive community to work, live and play. A high quality of life provides the foundation for attracting businesses.

Grand Junction Economic Partnership
http://www.gjep.org/gjep/economic_development.cfm

Economic Development 101

Economic Development means different things to different people. This section of our website aims to answer some of the questions often asked about economic development.

What is economic development?
Economic Development usually takes three forms:

- Business attraction
- Business retention and expansion
- Business creation

In Mesa County/Grand Junction area, business attraction and business expansion and retention activities are carried out by the Grand Junction Economic Partnership. The Grand Junction Area Chamber of Commerce focuses on business networking, political advocacy and many educational activities. The Western Colorado Business Development Corp. otherwise know as the 'incubator' takes care of business creation or start-ups. All though these three organizations are responsible for separate programs it's worth noting they all work closely together on strengthening the area economy.

All three forms of economic development aim to create new primary jobs that pay more than the prevailing wage, increase the amount of income coming into the community from outside its market area, and create greater capital investment in the community. The strategy is to achieve this in a number of diversified industries.

Why do we do economic development?
Economic development has three main purposes:

- To give a greater number of people greater access to wealth through personal economic growth
- To increase the tax base of communities in order to provide higher quality public services to citizens
- To diversify the economic base and thereby cushion the community against economic shocks

What are primary jobs?
"Primary" or, as they are sometimes called, "export income" jobs are defined as jobs which produce goods and services in excess of what can be consumed in the local marketplace. For example, the Grand Junction metro area produces more polymers (or plastics) and electronics than can be "consumed" by area residents. The polymers and electronics are "exported" to another market, such as Los Angeles, and money is returned to Grand Junction for the products. This is what creates the flow of new wealth into the community. An example of a business sector, which does not create export income, is the retail sector. This is because the shopping centers located within an area are typically spending money that has already been "created" by primary employers in that area. It is not "new money." However, the City of Grand Junction would define the Mesa Mall as a primary income generator, because some of its income will be generated outside the city's boundaries. The local Stop-N-Save is not a primary employer in the city, but if the market is defined as the local neighborhood where the Stop-N-Save is located, then it becomes the neighborhood's primary employer. In other words, the definition of "primary or export income" employment changes depending on your definition of the market.

What are the indirect impacts of new job creation?
As a result of creating new jobs, the demand for goods and services generated by the primary employer is increased and "indirect" or "spin-off" jobs are created. These jobs do not create wealth. They are the product of "wealth" created by primary employment. Generally, they are jobs like retailing, lawyers, doctors, government workers, non-profit employment, etc. These occupations provide services to primary jobs. They may also include jobs that meet the required "input" needs of primary jobs.

What is a multiplier?
Spin-off or indirect jobs are typically associated with the term "multiplier." The term "multiplier" comes from a series of economic calculations that estimates the number of jobs required to meet the needs of one primary job. The larger the multiplier, the greater the economic impact of the primary job. Two things determine the size of the multiplier: average wage paid to the primary employee and the amount and cost of "inputs" required for the primary employee to accomplish his or her work.

A "typical" multiplier in the Grand Valley is in the 3.0 to 7.0 range. Translated, this means that the primary job needs between 3 and 7 indirect or spin-off jobs to accomplish his work and to meet his living needs. Retail employment, because of its low wages and limited "primary income generating capacity" will have multipliers in the .3 to .6 range. Therefore, retail is not generally considered a good investment of the time of an economic development professional. Retail is seldom a good primary employer, in terms of wealth creation, because

of the old adage, "retail follows rooftops." In other words, retail must follow customers and those customers are created through primary employment's wealth generating ability. A mature regional economy that offers a wide array of goods and services for purchase by the primary job will also have a larger multiplier than a smaller market. In other words, a diverse economy "holds on" to the primary worker's income longer. In an immature market the dollar exits more quickly, thereby reducing the multiplier lacking many of the goods and services demanded by the primary job.

How do we attract new businesses?
Attraction activities, performed in Mesa County by the Grand Junction Economic Partnership, usually start with an analysis of targeted industries or "clusters". This process analyzes the growing industrial segments of the national economy and compares these growth sectors with the local community's industrial base. It examines why these sectors are growing or not growing in the local community. It determines reasons why some segments are not suited for the local economy (too distant from markets, workforce shortages, too smelly, etc.) and what gaps might be filled to make the local community more desirable to these companies. It looks at companies that are a "good fit" for the community and that can diversify the local economic base.

Business attraction programs then develop an advertising and marketing effort, usually a combination of the following:

- Website development
- Print advertising
- Recruitment trips
- Media or CD production
- Economic briefings
- Site selection conference attendance
- Trade show attendance
- Public and media relations

Some marketing methods are more effective than others. The combination used also depends upon the available budget. The marketing program aims to generate interest from companies in relocating to the community. The economic development organization then needs to be well positioned to provide information and assistance to those companies. Visit the Grand Junction Economic Partnership page for a list of services we provide.

Why do companies choose one location over another?
There are a multitude of reasons ranging from reducing operating costs, gaining better access to skilled labor, establishing a presence in a particular time zone, diversifying risk, or the owner may want to enjoy a better quality of life. Every industry, company and corporate executive is different. It is the role of an economic developer to understand a company's needs and to portray the area in a positive light. This is most effectively done by providing detailed and accurate data about the community including comparisons to competing areas. Sometimes the information speaks for itself and the company has an easy decision to make. Other times the data may be similar between areas and incentives may come in to play.

According to the Area Development magazine's Corporate Survey 2001 of corporate decision makers, the top 10 site selection criteria are:

1. Availability of skilled labor
2. Labor costs
3. Highway accessibility
4. Energy availability and costs
5. Availability of telecommunications services
6. Tax exemptions
7. Occupancy or construction costs
8. State and local incentives
9. Proximity to major markets
10. Availability of land

Remember... a community is not judged by where it is today. It is judged by where the community is going. In the 1980's, Denver was not on any company's Top Five list for relocation. As the region began to make important infrastructure investments, such as Denver International Airport and the Convention Center, companies began to notice. The region moved from #25 as the most desirable location for office and manufacturing in 1987 to #2 and #3 respectively by 1991. DIA was not completed until 1992. It was the community's forward momentum that drove international interest, not the position it found itself in 1987.

The Grand Junction area is in an excellent position to attract qualified primary employers. Through its strong leadership, trained workforce, superior quality of life, and most importantly, its strong vision, the Grand Junction area is and will continue to be an excellent place to call home.

Existing Industry Retention and Expansion Program

Over 80% of all jobs created in a local economy come from existing industry. Any good economic development program has a retention program. In Grand Junction, this area of economic development is managed by the Grand Junction Chamber of Commerce.

For an existing industry retention and expansion program to accomplish its goals, it must have two components:

- A strategic element that focuses on public infrastructure improvements. Communities with good capital investment programs, attentive training institutions, moderate tax and regulatory environments and affordable housing are always desirable locations. These elements can be achieved with a strong vision from elected officials, government employees and the private sector working jointly. The same things that attract new employers will keep existing firms.
- Value-added services which are meaningful to the local company. This requires direct assistance from the local economic development organization. Providing such things as regulatory and training assistance, new business leads, competitor analysis, technology advances, marketing assistance, and so on, provide a needed "value added" service to local employers. A full understanding of "who" are primary employers, their strategic

directions and the components of their success should dictate the types of services provided.

Business Creation/Start-ups

Many good ideas for business come from within the community. Mesa County is fortunate to have a Small Business Incubator program, run by the Western Colorado Business Development Corporation. The Incubator is designed to aid those companies trying to get their business idea off the ground and to the market. They assist companies develop a business plan, find financing, offer educational training, and one-on-one business counseling.

APPENDIX 'C'
ANNUAL SERVICE AND PERFORMANCE MEASURE TARGETS

"TECHNICAL BACKGROUNDER"
RESEARCH SUMMARIES

APPENDIX 'C'
ANNUAL SERVICE AND PERFORMANCE LEVEL TARGETS

"Technical Backgrounder"
Research Summaries

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APPENDIX C: ANNUAL SERVICE AND PERFORMANCE LEVEL TARGETS

"The economic development profession does not yet have a standard set of performance measures by which to demonstrate the value of programs to the community. Some argue there are too many factors beyond our control (global and national business cycles, interest rates, foreign exchange, etc.) to fairly measure the performance of an economic development department.

Seldom is there an empirical system used to reliably show which individual activities are effective in achieving the community's goals and objectives."

- Economic Development Information System
Guide 2 - Niagara Economic and Tourism Corporation

This section will demonstrate the goal as outlines in Section 2.5 and the incremental steps as the plan moves toward 2017.

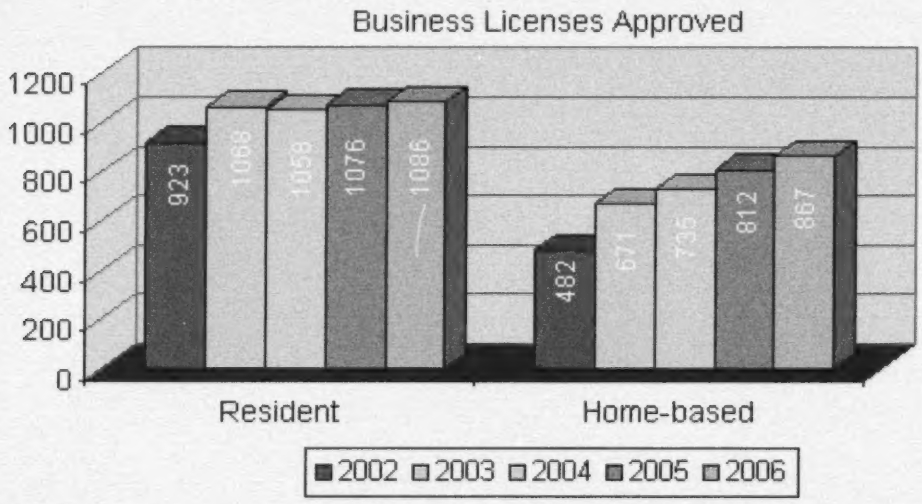
Goal One – we will have an increased number of new or expanded businesses in st. Albert

Number of New Residential Businesses (commercial/industrial=residential)

Number of Net New Residential Businesses 2007-20017

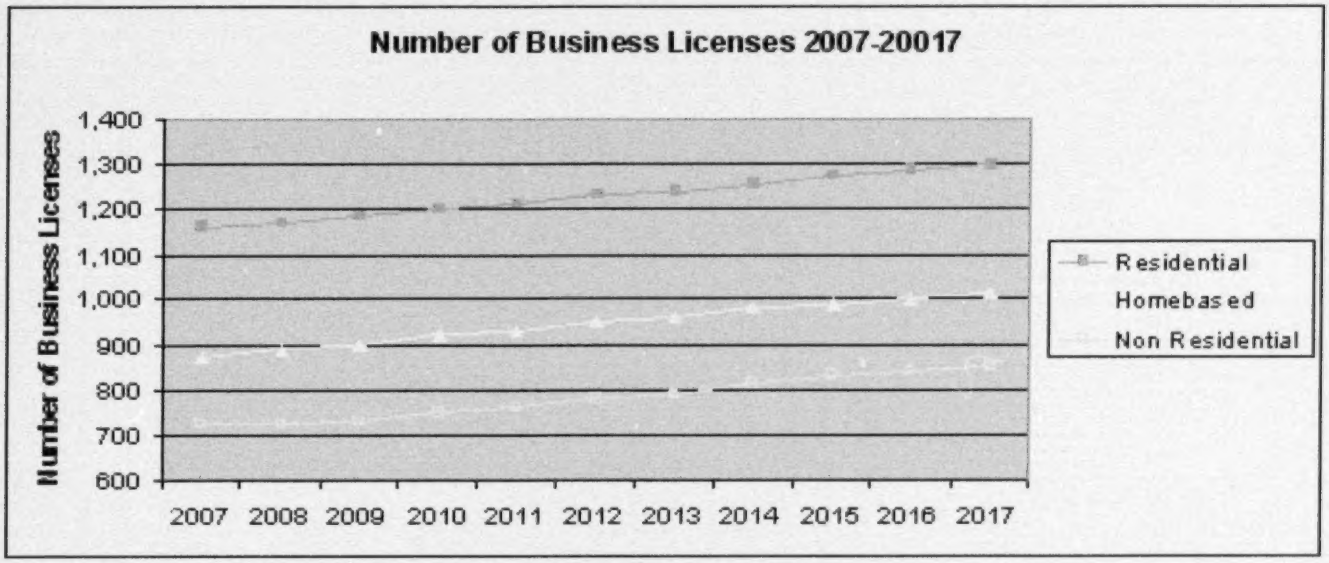
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Number of New Businesses	80	10	15	15	10	20	10	15	20	10	15

Number of Business Licenses



Number of Business Licenses 2007-20017

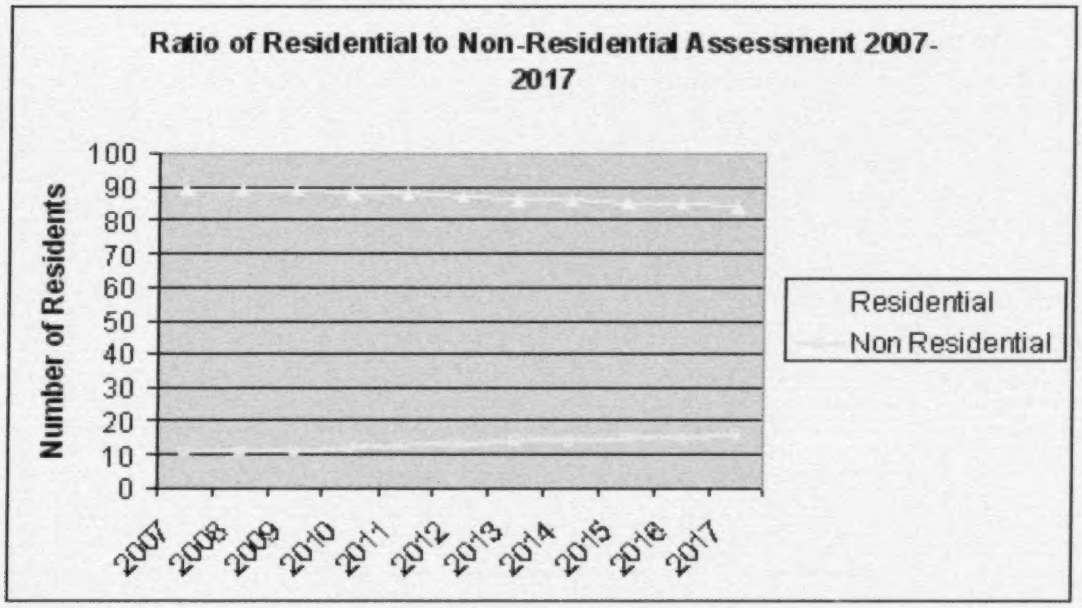
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Residential	1,160	1,170	1,185	1,200	1,210	1,230	1,240	1,255	1,275	1,285	1,300
Homebased	870	890	900	920	930	950	760	980	990	1,000	1,010
Non Residential	725	725	730	750	760	780	790	810	830	840	850



Ratio of Residential-Non-residential Assessment

Ratio of Residential to Non-residential Assessment 2007-2017

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Residential	89	89	89	88	88	87	86	86	85	85	84
Non Residential	11	11	11	12	13	13	14	14	15	15	16



A number of factors can influence residential/non-residential assessment values, including changes in market value, which are beyond the City's control. Moving to higher density housing or major residential redevelopment, such as contemplated for Grandin Mall, will generate even greater residential assessment on lands that were once deemed commercial.

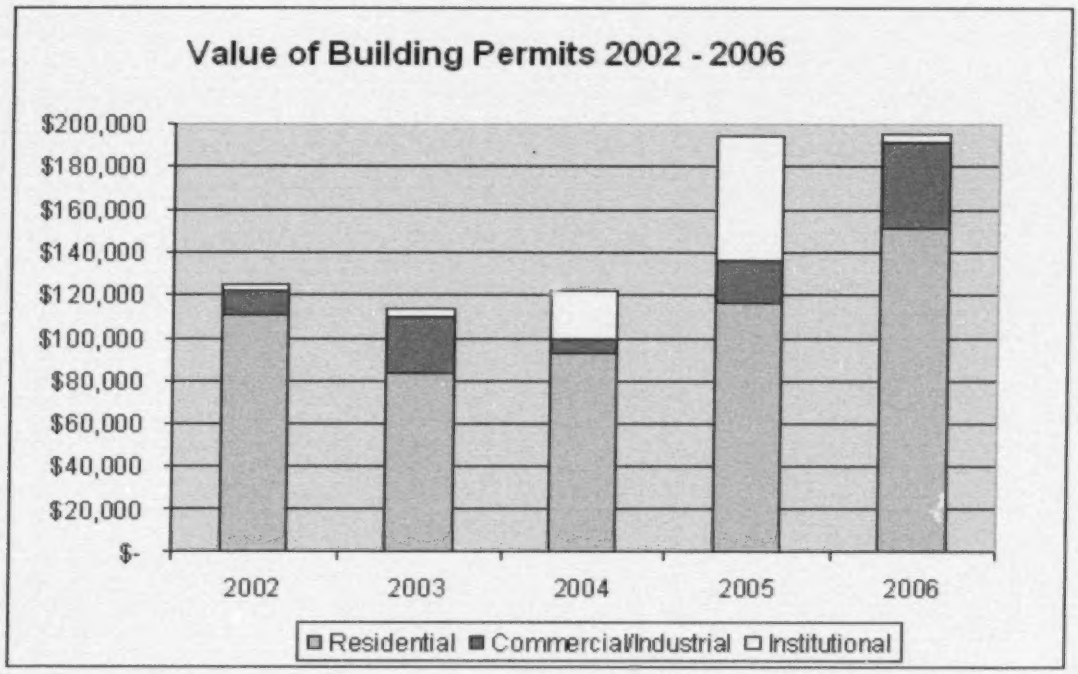
However, the LTDP also supports development of higher density residential, as this will provide the range of housing options required to meet the needs of various income levels for employment in St. Albert.

Another option would be to view assessment growth in residential and non-residential sectors and adjust market values in this review for this reason. Business & Tourism Development will also report on the ratio of residential to non-residential building permit values.

Value of Building Permits

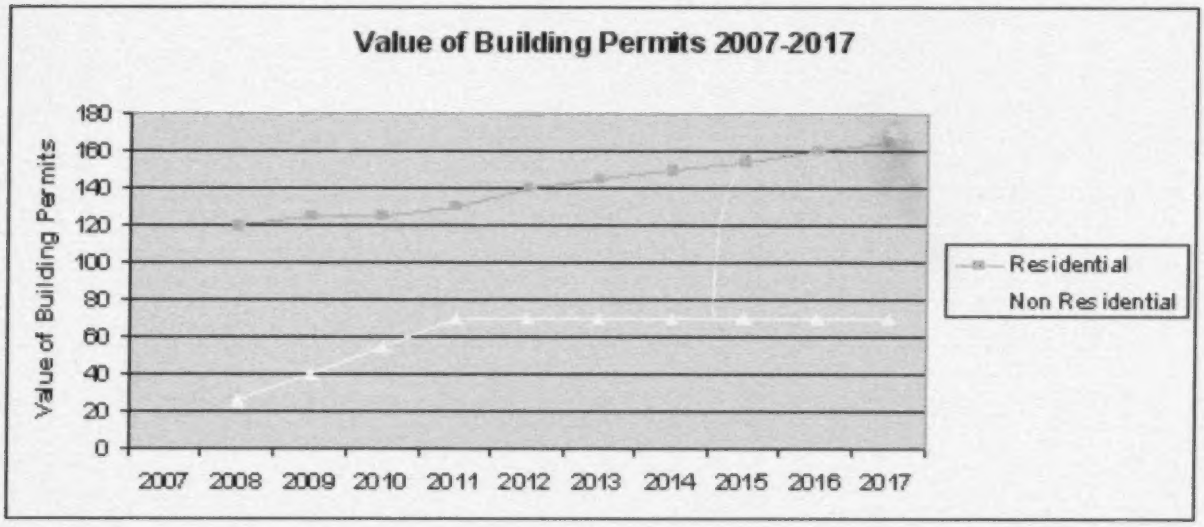
Building Permit Values January to December 2002 to 2006

x1000	2002	2003	2004	2005	2006
Residential	$110,267	$ 83,347	$ 92,707	$115,928	$151,558
Commercial/Industrial	$ 10,988	$ 26,387	$ 5,979	$ 20,350	$ 40,099
Institutional	$ 3,686	$ 3,795	$ 23,395	$ 58,347	$ 3,901

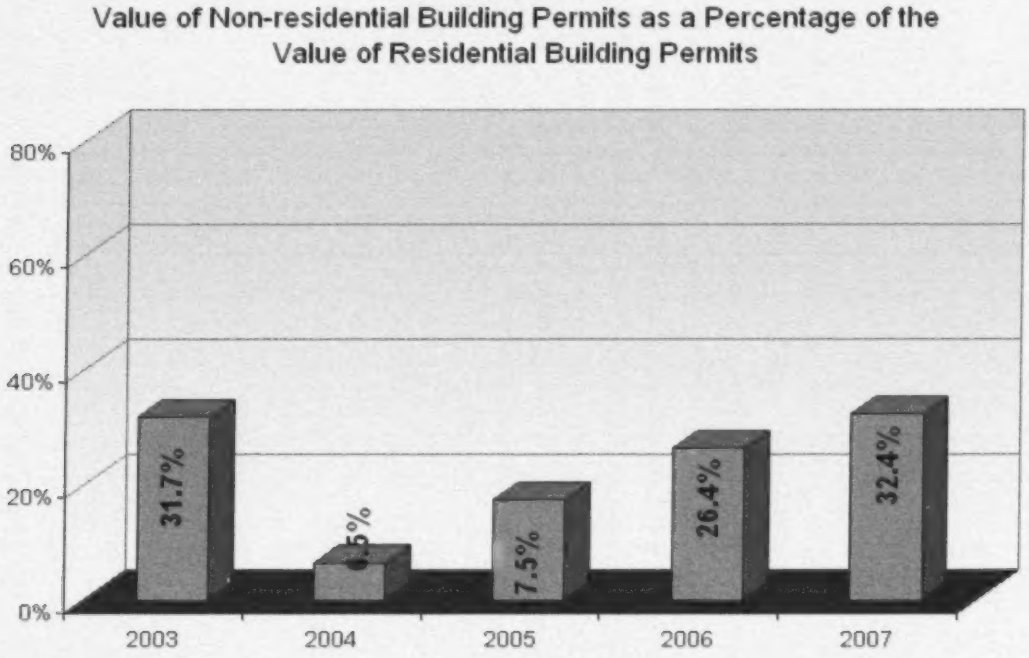


Value of Building Permits 2007-2017

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Residential		120	125	125	130	140	145	150	155	160	165
Non Residential		25	40	55	70	70	70	70	70	70	70



Ratio of Residential to Non-Residential Building Permit Value



Value of Non-residential Building Permits as a Percentage of the Value of Residential Building Permits 2007-2017

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Ratio	30%	20.8%	32%	44%	53.8%	50%	48.2%	46.7%	45.2%	43.7%	42.4%

Additional Revenue Stream with No Tax Rate Increases

Additional Revenue Stream with No Tax Rate Increases 2007-2017

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Revenue ($M)	0.0	2.2	4.6	7.3	9.3	11.3	14.2	17.0	20.0	23.0

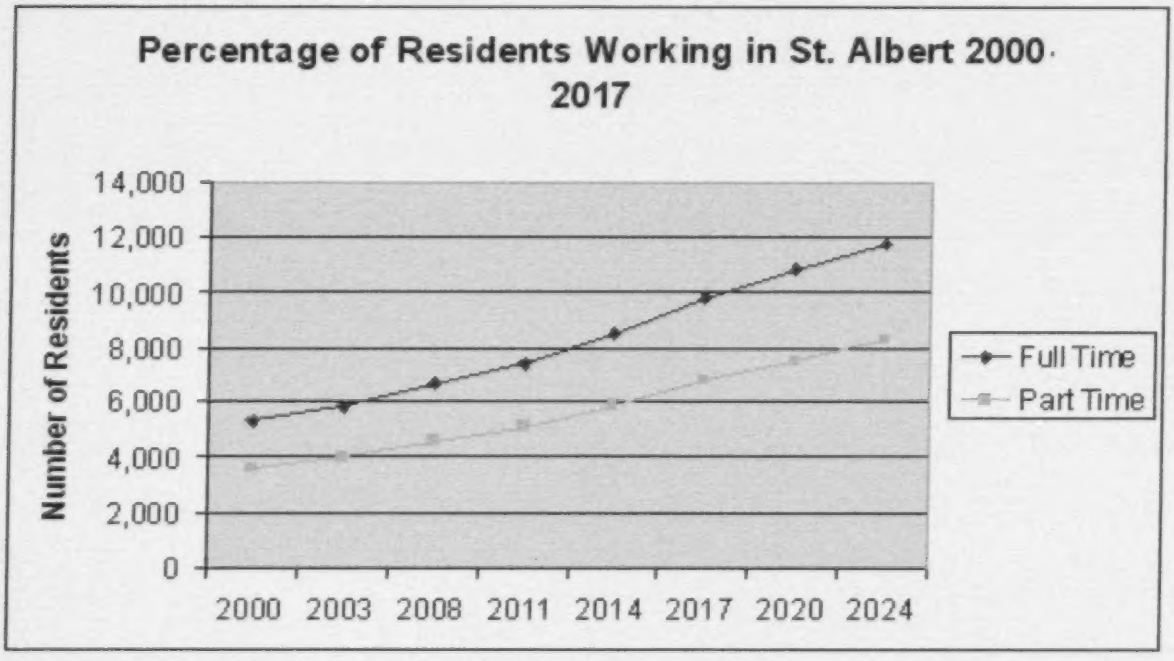
Goal Two – We will have an Increased Number of Residents Working in St.Albert

Number of Residents Working in St. Albert

Number of Residents Working in St. Albert 2000-2017*

	Full Time	Part Time	% Increase from Previous Census	
			Full time	Part time
2000	5,325	3,649		
2003	5,813	4,005	9%	10%
2008	6,700	4,600	15%	15%
2011	7,400	5,100	10%	10%
2014	8,500	5,900	15%	15%
2017	9,800	6,800	15%	15%
2020	10,800	7,500	10%	10%
2024	11,700	8,300	10%	10%

* 2000-2003 Based on Census History



Although it would be beneficial to measure "primary jobs" or provide more distinction between part time/full time employment or total job creation in the City, this information is difficult to gather and will typically only be available periodically through Municipal or Federal census reports.

Goal Three – We will maximize economic spin-offs from community events and attractions.

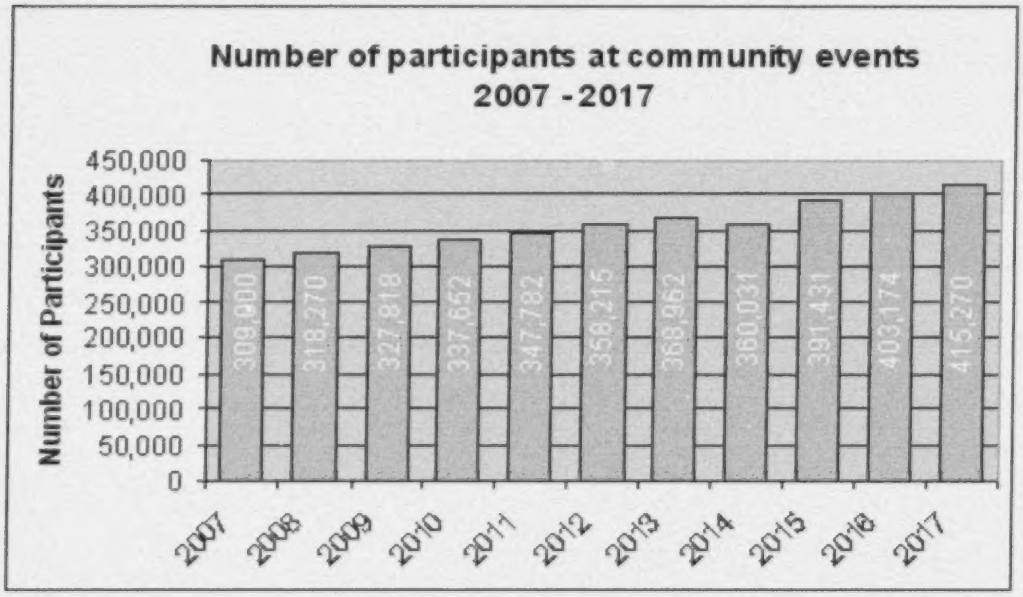
Number of community events

Number of community events 2007 - 2017

Community events/ Attractions	2007 (existing)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Small – less than 100	0	2			5	5		7	8	9	10
Medium – 100 - 1000	20	21	21	21	23	23	24	25	25	26	26
Large – over 1000	18	19	19	19	22	22	22	23	23	23	24

Business & Tourism Development will facilitate the expansion of Community Events/Attractions in St. Albert. Emphasis will be put on midsize and large events, as they will have the largest economic impact. Expansion of events/attractions is dependant on appropriate staffing levels. The totals are cumulative.

Number of participants at community events



In the summer of 2006, Business & Tourism Development attempted to gather baseline data from their community partners on attendance at their events. The 2007 number reflects this figure; for the following 10-year period the calculation includes an annual growth rate of 3%.

Number of Website Hits

The City of St. Albert currently does not have a tourism website. The website will be developed in 2008. From 2008 on, Business & Tourism Development will measure the effectiveness and usefulness of the site through tracking of website hits.

Quality of events measured through event surveys/community events

B&TD will work with Communications to measure quality of events through the Resident Satisfaction survey. Tourism Development will work with community groups and organizations to provide feedback and advice on the results gleaned from surveys and participant feedback in order to assist in implementing any improvements.

Percentage of residents who attend events

B&TD will attempt to measure resident attendance by surveying a specified number of events on a regular basis. This figure can then be extrapolated to the other events. B&TD will also work with Communications to ensure there is a question on the Resident Satisfaction survey about the number of events they attend.

Goal Four – We Will Provide Excellent Services

Percentage of staff that are satisfied or very satisfied with working for the City

Percentage of B&TD staff that are satisfied or very satisfied with working for the City

Year	2008	2011	2014	2017
Percentage of staff	80%	85%	90%	90%

Response time for Requests

Responses within one working day – acknowledge or refer

Year	2008	2011	2014	2017
Percentage of Inquiries that are responded to in one working day	80%	90%	90%	95%

Response within one week

Year	2008	2011	2014	2017
Percentage of Inquiries that are responded to in one week	80%	90%	95%	95%

Percentage of Customers Satisfied or very Satisfied with B&TD's services, events and products (Measure Business Breakfast Survey)

Percentage of customers satisfied or very satisfied with B&TD's services, events and products

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Of Customers	75%	75%	78%	78%	80%	80%	82%	82%	85%	85%	85%

Cost of Growth

Economic development activities can be measured in the above goals or outlined in the Long Term Department Plan.

Why is it important to have these goals and to pursue non-residential growth?

Numerous studies have indicated that residential development demands more in services than it produces as tax revenue, while on the other hand, commercial/industrial development provides a net benefit from tax revenues.

Examples:

City of Toronto
80% of the City's profit on industrial taxes collected versus service costs
40% of the City's loss on residential taxes versus the service

Red Deer – Cost of Community Services Study
Every dollar generated from commercial taxes costs $0.74 in services
Every dollar generated from industrial taxes costs $0.09 in services
Every dollar generated by residential taxes costs $1.81 in services

The Costs of Development, or, Residential Development Doesn't Pay
Submitted by Sarah Gardner, Ph.D.
Assistant director, Center for Environmental Studies, Williams College
Member, Williamstown Planning Board

There is a commonly held belief that development enhances the local tax base. Therefore, it follows that housing development is a way to increase the wealth of towns, including schools and other public services. This thinking is based on the idea that more houses equal more property tax. While this sounds logical, this logic has been disproved many times over. Numerous studies have shown that residential land is the most expensive for local government to support: it costs the public more money than it pays in taxes and charges. It is more expensive to serve residential areas than commercial, industrial, farm or open land. Large lot housing developments are the most costly type of land us for towns.

This research, cost of community services studies, has found that revenue from residential land falls about 25 percent short of covering the costs of the public services they receive. The ratios of revenues to expenditures for residential. Commercial/industrial, and farmland/open space found in three Massachusetts towns averaged: 1:1.12 for residential land; 1:.42 for commercial/industrial land; and 1:.33 for farmland/open space. Another study found that for

every dollar farms and open lands generated in revenue, they required only 0.33 in services. The adage that cows do not send their children to school expresses a documented fact: farms and open land, far from draining local taxes, actually subsidize local government by generating far more in property taxes than they demand in services.

These findings call into question the assumptions behind the term "highest and best use" of land. Growth and development do not generally lower property tax bills. It is neither accurate nor responsible to claim that expanding the residential tax base, especially through the development of large lot single-family homes, is an economic development strategy.

APPENDIX 'D'
BEST PRACTICES

"TECHNICAL BACKGROUNDER"
RESEARCH SUMMARIES

APPENDIX 'D'
BEST PRACTICES

"Technical Backgrounder"
Research Summaries

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APPENDIX D: BEST PRACTICES

Business and Tourism Development surveyed and researched best practices from many different municipalities across North America. In this appendix, we provide a summary of all our research. The first section, Marketing Communication Audit 2004 is the 30 key recommendations from Executive Summary of the Marketing and Communication Audit 2004. The second section, Municipal Research, provides a summary of the research results, and the third section, Municipal Surveys provides a summary of the interviews we conducted with Canadian municipalities.

Marketing and Communication Audit 2004

Executive Summary
Between March and May 2004, Medium: Green Inc. conducted a follow-up audit to assess progress made against the 2000 Marketing Communications Audit Report recommendations. The consultants used a broad range of audit methods, including a review and analysis of recent marketing communications efforts, a survey, focus group sessions, interviews and an event evaluation form.

Overarching Key Findings
The overarching key findings from this follow-up audit are:

1. Since 2000, the Economic Development Department has made significant progress in implementing the 28 recommendations in the 2000 audit report and has won a number of regional and national awards in the process.

2. There does not appear to be a shared perspective among and between key internal and external stakeholders on what can be achieved through economic development efforts and how that can be achieved.

3. Better alignment of corporate and economic development objectives is required - Economic Development as a function does not seem to be a fully integrated component of the City's operations and planning.

4. Stakeholders, including St. Albert's business community, are not generally well aware of the City's economic development activities and services. Improved internal communication and communication with external stakeholders is required regarding the City's economic development directions, what's being done and the results that are being achieved.

5. St. Albert is not perceived to be consistently delivering on its brand promise that "Business is right in St. Albert" to all stakeholders.

Recommendations
The 30 recommendations arising from this follow-up audit are clustered under five themes:

- Renew vision, focus and strategy
- Enable improved delivery on brand promises

- Build awareness of economic development activities and effectiveness amongst stakeholders
- Continue to develop an image that sells, and
- Deliver the message proactively.

These themes are recommendations in and of themselves. Under each theme are recommendations that, if implemented, would support the Economic Development and Tourism department in its marketing communications efforts and, ultimately, in achieving its objectives.

The themes are presented here in the order recommended for action. While it is vital that some steps are undertaken before others proceed, progress can be made on multiple fronts simultaneously as resources permit.

Renew Vision, Focus and Strategy

1. Economic Development should document the vital importance of economic development in sustaining St. Albert as a viable independent community and in enabling a balance between the quality of life that resident's prize and the affordability of municipal services required to support the continuation of that quality of life. This documentation should be shared with the City's senior leadership team and council as a first step in developing a shared commitment to a common economic development vision.

2. Through review and discussion of its master plan and long-term department plans, Economic Development should confirm Council and the Senior Leadership Team's support for its future economic development focus, including the niches on which it intends to focus.

3. Economic Development should review its allocation of human and financial resources to ensure they are appropriately focused on effective and high-priority initiatives to attract and retain businesses.

4. Economic Development should revisit the best way of ensuring the provision of needed marketing communications, media relations and public relations knowledge, skills and effort.

5. Economic Development should review its definition of the St. Albert Advantage to ensure it reflects the perspectives of various stakeholders including home-based and start-up businesses, established businesses, and commercial realtors and developers.

6. Economic Development should develop a standard repertoire of defensible facts to support each of the elements of the renewed St. Albert Advantage.

7. Economic Development staff should make a priority of developing the mutually supportive internal relationships needed for a better alignment of corporate and economic development objectives and to integrate Economic Development into all City operations, ongoing planning and thinking.

Enable Improved Delivery on Brand Promises

8. Economic Development should initiate a review of the City's purchasing policy, to ensure it supports local purchasing wherever practical, and recommend changes to senior leadership and City Council.

9. Economic Development should move ahead with their plans to define "customer service" as a basis for a review of policies and procedures and staff training.

10. Since commercial realtors/developers are an influential yet dissatisfied group of stakeholders, Economic Development should facilitate a workshop with them to review and refine the customer service definition to ensure it reflects their perspectives.

11. Economic Development should collaborate with related City departments to review business-related processes and procedures to ensure they facilitate simple, quick and consistent business interactions with the City.

12. Economic Development should initiate thorough internal and external communication of business-related processes and procedures, including any new processes and procedures as they are implemented.

13. Economic Development should continue to broaden and enhance the implementation of the "one window" access approach for business contacts.

14. Economic Development should spearhead the development and delivery of a customer service training program for all front-line City staff to ensure they are fully trained in the economic development processes and procedures for which they are responsible and have a complete understanding of interrelated processes and procedures.

15. Economic Development should continue to explore ways in which technology can facilitate access to business-related information during and after regular work hours.

16. Economic development should continue to work with stakeholders to identify and clarify issues that currently serve as barriers to business development and growth, and to bring them to the attention of the City's senior leadership team for resolution.

17. Economic Development's focus and definition of the St. Albert advantage should be clearly communicated to all stakeholders, particularly residents and local businesses, and should continue to be the core of all marketing communications initiatives and products.

Build Awareness of Economic Development Activities and Effectiveness Amongst Stakeholders

18. Economic Development should develop and implement a plan to build and maintain stakeholder awareness of its activities and effectiveness, since Economic Development initiatives are moved forward through stakeholder participation.

19. Economic Development should host business information sessions on a semi-annual basis, in response to feedback from attendees at the inaugural Celebrating Business Success event. Every second event should focus on the department's strategy and priorities and all sessions should include opportunities for audience participation.

20. Economic Development should develop and implement an internal communications plan, to provide all City staff and Council with detailed information on Economic development's programs and services, activities and effectiveness.

21. Economic Development should implement its plan to visit businesses as a priority in response to their requests for more direct communication with existing businesses.

Continue to Develop an Image That Sells

22. All Economic Development communications and marketing vehicles, including publications, web site and advertising, should continue to reflect the "Business is Right in St. Albert" brand.

23. Economic Development should initiate discussions with other City departments to expand the repertoire of vehicles that can be used to cross-promote economic development and other city programs and services.

24. Economic Development should ensure that all of its future information and promotion materials have a clear target audience, objective(s), distribution plans and evaluation mechanisms.

25. Economic Development should ensure that a representative sample of its stakeholders be recruited to undertake a usability review of the City's updated web site to ensure it is business friendly and should initiate regular updates of the site.

26. Information materials specifically targeted to the business niches on which efforts are focused should be developed and distributed to target audiences within and outside St. Albert.

27. Economic Development should spearhead the development and implementation of a comprehensive program to encourage and remind residents and businesses to "buy local." The local media, the Chamber of Commerce, the Downtown Business Association, the Riel Park Business Association and the Northern Alberta Business Incubator should be considered as potential partners in this initiative.

28. Economic Development should further develop and implement proactive media relations strategies to take advantage of opportunities to enhance media coverage of St. Albert's economic development activities and their impact. This plan should reflect suggestions made during the interviews with local media representatives and should include a focus on media beyond St. Albert's two local papers.

29. Economic Development should execute the strategic approach to advertising, which it has developed.

30. Economic Development should restart and publicize the Team St. Albert initiative as a priority.

Municipal Research

Edmonton Next Generation Task Force
Business Attraction

- Develop an arts area with affordable studio and residential space
- Create wireless internet zones to add to City's reputation as a smart, appealing place
- Create networking and mentoring opportunities for young entrepreneurs and professionals
- Develop online business centre to improve access to business and market information

Rules That Drive Innovation

If recruiting doesn't want to be the slowest car in a fast-moving train of innovation, it must adopt a series of "innovation rules" to live by. They include:

- **Don't be complacent.** Never be satisfied with the status quo, because any competitive advantage you might have will soon be gone.
- **Continuous improvement.** Develop programs and practices with a continuous improvement component, so that innovation comes continually.
- **Be paranoid.** Assume that your competitors are catching you or even exceeding you in innovative recruiting practices. Assume that, when you can't see what they are doing, that they are actually ahead of you.
- **Benchmark.** Continually benchmark to identify your competitors' and other top firms' best practices in recruiting. In addition, look beyond recruiting to marketing, sales, branding, and PR practices that can be transferred into recruiting.
- **Efficiency isn't enough.** Quantum changes in the way you act are required in order to obtain innovation and quantum improvement in your results.

Campbell River, BC

- Separate economic development organization
- Provide focus by separating the development and business services from municipal function of making rules and enforcing laws and reducing inherent conflict this creates
- Provide rapid business response service that can meet the demands of an economy and business changes instantly
- Focus on long-term impact plans, free from short-term political and administrative processes
- Strictly accountable to Council and taxpayers through a system of visible reporting and communication vehicles

Prince Albert, SK

- Economic development identified as a high priority
- Transform City's planning function into an operation that focuses on problem solving and finding ways to get to "Yes"
- Act as municipal champion to transform the City's relationship with the development and business sectors

Western Management Consulting – August 1998

Recommendations

- Move economic development function from being a subordinate reporting position to being a Director level, reporting directly to the City Manager
- Confirm its status as a civic responsibility

Mandate

- To develop an integrated business base through effective business strategies and networking developed with key stakeholders
    - Preserve quality of life
    - Sustain and enhance quality of community services
    - Create quality jobs and diversify the St. Albert economy
    - Maintain the independence and autonomy of the City
    - Explore alternate service delivery options for tourism function
    - Explore opportunities to relocate economic development staff to a "downtown" site (City Hall, NABI)
    - By end of 1999, an appropriate advisory committee structure with state of proposed members

Realistic economic opportunities

- Research and development activities
- Distribution activities
- Tourism- full time for planning and coordinating special events

Livable Winter Cities 1998

American Institute of Architects Regional Urban Design Assistance Team R/UDAT

- St. Albert is not an independent, self sufficient City, and decisions made based upon that assumption may be counter-productive
- Tourism in St. Albert is a specific economic sector, which may have potential for expansion. Key elements of a tourism development strategy in St. Albert should include
    - A city built on strongly enhanced attractions and activities
    - Efforts to attract Edmonton area residents
    - Staging special events
- Recommend improvement of the Sturgeon River corridor in order to enhance recreational opportunities to link the eastern and western areas of town
- Target high-tech – biotechnology, electronics, aerospace, traditional manufacturing (oil/gas, forest products, food processing)

- Warehouse and distribution

Upcoming Innovations in Recruiting
Dr. John Sullivan (April 11, 2005)

Everything in the world of business changes rapidly. It used to be that a best practice could provide an organization with a competitive advantage for a number of years. But that has all changed with globalization of the business world and the introduction of amazing new technologies. Because of the increased speed at which other organizations will copy your best practice, it is necessary to speed up the rate of innovation in everything in business.

In short, innovation is the last remaining competitive advantage in business.

Why Economic Development Strategy/Long Term Department Plan - Red Deer County – Cost of Community Services (COCS) Studies

Decisions on expenditures are based on the need for and ability to provide services to citizens. Very few municipal expenditures/revenue categories relate directly to particular land use categories.

The COCS study was designed to help commercial fiscal and land use components of decision making in a straightforward and cost effective way. The study determined the municipality's public service costs versus revenues based on current land uses.

Every dollar of revenue and every dollar of expenditure are allocated to one of the land use categories (residential, light industry, commercial, agricultural). The intent is to develop ratios for each land use, which shows for each dollar of revenue, how many dollars are needed to answer the demand for service emanating from that land use.

The COCS Study for Red Deer County provided the following:

- For every dollar in revenue from commercial land use, the County -expended 74 cents.
- For every dollar in revenue from industrial land use the County expended 9 cents.
- For every dollar in revenue from residential land use, the County expended $1.81.
- For every dollar in revenue from agricultural land use, the County expended 70 cents.

From this Study, it can be concluded that expenditure in commercial and industrial development (investment in economic development) will return excess revenues, versus increased residential revenues does not meet the expenditures for providing the services.

ACRA Strategic Business Plan (November 3, 2005)

Number one opportunity – optimize on the opportunities and wealth created as a result of northern development

City of Moncton

- Expand knowledge based industries and creative economy
- Foster arts and culture

The City of Moncton understands that fostering arts and culture is essential to create a unique lifestyle that will attract creative people.

Moncton has been identified as one of the best cities in Canada to live and do business. A business friendly environment, a can-do attitude and supportive government are often mentioned as the strengths. Due to this reputation, the region has enjoyed one of the strongest population and economic growth rates in Atlantic Canada.

- Foster post secondary education
- Retain youth; attract young professionals
- Be a leader in the expansion of a knowledge based and creative economy
- Raise visibility of St. Albert outside the region
    - Redesign website
    - Work in partnership with regional stakeholders
    - Involved in strategic national/regional associations, conferences and trade shows
    - Seek tourism opportunities and support major events
    - Capitalize on commercial investments of MPLC
    - Be a leader in supporting and enhancing cooperation between all stakeholders involved in the development process
- Measurements
    - Creating XY jobs
    - Growing population by XY%
    - Increase average income levels
    - Increase non-residential tax assessment
    - Increase XY business licenses (new business)
    - Investment in development of non-residential lands

Why grow? City Council Planning Retreat – 2005

- Growth is inevitable and viewed as desirable and beneficial
- St. Albert will continue to grow in line with assumed growth projections
- Maintain community's identity and autonomy
- Create economies of scale – spread common fixed costs over a larger population (business) base
- Encourage business investment with large population base

Managing Economic Development Organization
International Economic Development Course (2004)

"Economic development is the process through which localities enhance the quality of life of their residents by creating new community and business wealth."

Each town, city, region has a unique set of challenges for economic development; therefore there is single strategy, policy or program for achieving successful economic development.

Role of Economic Development Office

If economic development is defined broadly as a process that affects the well being of a community, the role of the economic development office is to positively influence that process.

- Two key roles
  - Provide leadership in policy making
  - Administer policy, programs and projects
- Must take the role of:
  - Analyst – understand strength/weakness, competitive advantage, quantitative and qualitative information to decision and policy makers
  - Catalyst – leverage investment, invoke enthusiasm and excitement within community to support initiatives
  - Gap filler – Provide assistance where markets or institutions can not or will not
  - Advocate – speak out for well being of the community and protect interests of existing businesses. Move the strategic planning process along by advocating for the good of the entire organization

Specific Economic Development Services

- Marketing/Business Recruitment
- Business Retention/Expansion
- Business Advocacy
- Training Entrepreneurs
- Workforce Development/Enforcement
- Downtown Revitalization
- Information Clearing House
- Real Estate Development/Sales
- Policy/Planning
  - Economic development policy – making and planning focuses range from tax and regulatory reform, zoning, transportation, infrastructure, business incentives, technology development, to workforce development issues.
  - Infrastructure Improvements
  - Trade Development

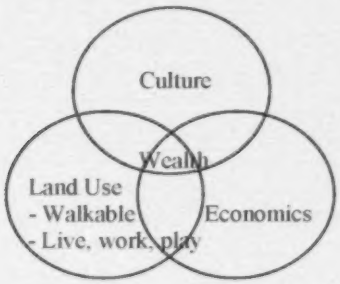
"Business Edge" – October 13, 2006
Jim Carroll – Futurist, business consultant

- Skills are becoming increasingly specialized
- Baby boomers resisted change – next generation behind them waiting for them to get out of the way so they can come in and cause a lot of change in the workplace
- Most dramatic change – concept of 9-5 will absolutely disappear
  - People making choices as to where, how and when they are going to be doing the work
- Will be more collaborative

    - Work across country, around the world and from instant teams
    - Come together to perform some function, then disband to move on to the next thing
- Need velocity, agility and flexibility
    - Stress agility because we have built these structures and organizations which move too slow, think slow, and act slow
    - Customers are changing too quickly
- Need flexibility to change very, very quickly

Glenn Murray – Authentic City – Creating Urban Wealth

- Quality of place – Culture/creative class draws business and innovation
- 90% of GDP by knowledge base – making things with our minds, not our hands (process raw materials)



Business Attraction

- Economic Gardening – An Entrepreneurial Approach to Economic Development
- Economic gardening is a better approach than economic hunting
    - Grow jobs through entrepreneurial activity
    - 80% of all new jobs in local economy were created by small, local businesses
- Businesses are attracted by low/cheap land, buildings, tax abatements, low wage labor (not within St. Albert Advantage) are competing with Third World countries
- Create nurturing environment for entrepreneurs/new start up business
- High correlation between growth and innovation
- Environment conducive to entrepreneurial activity
    - Intellectual stimulation
    - Openness to new ideas
    - Supportive infrastructure – venture capital

In the new economy, where knowledgeable firms are creating wealth and jobs, creating community that is attractive to entrepreneurs and the talent they have is as important as national resources and heavy rail were to the old economy.

Elements to create a nurturing environment

- Information
    - To thrive and survive businesses must depend on information

        - Spend ¾ time providing tactical and strategic information
            - Subscribe to data base services
                - Competitive intelligence
                - Monitor new construction
                - Track real estate activity
                - GIS software to plot location, demographics, lifestyle and consumer expenditure information
- Infrastructure
    - Basic physical infrastructure
    - Quality of life infrastructure
        - Parks/open spaces
    - Intellectual infrastructure
        - Best practices
        - E-commerce
- Connections
    - Connection to trade associations, academic institutions, industry clusters

Execute industry-leading economic development strategies including

- Attract companies, business investment, new technologies
- Build strong local industry clusters
- Focus on efficiency, automation and technology deployment
- Execute image/marketing campaign to build St. Albert profile – regionally, provincially and nationally
- Support labor attraction, business investment and tourism development
- Visit 25 businesses as part of the Business Visitation Program
    - Identify "at risk" and expansion opportunities
    - Identify compatible business/contacts that may be attracted to St. Albert

- Encourage development of St. Albert as a regional centre
- Market permitting standards and timelines as a St. Albert Advantage (one-stop shopping, timely processes, facilitative approach)
- Facilitate discussions with developers (commercial/industrial land, commercial/industrial relations)
- Create a positive environment from which business will grow and prosper
- Encourage development of commercial and industrial land by private investors and developers
- Support "Virtual City Hall" as method of delivering information and services
- Provide high level of customer service to developers, builders and business community
- Creating a vibrant economy will, in part, determine whether this community will be attractive to all ages of residents in the future.

Business Retention

Development of new opportunities from within will work towards creating a wage diversity, which allows residents to work, live and prosper in their own community.

Retention and expansion of existing business is a critical measure of success for the community

Support Function
Community Wisdom: Tips, Ideas and Thoughts For Community Success

A recent survey of site selection firms asked which media worked best for them in trying to get a feel for a potential location. The overwhelming answer was informative websites. The same survey also revealed that site selectors thought most websites were too difficult to navigate, were not kept current or did not contain relevant information. They felt that only about 1/3 of the community websites were really effective. The rest were flashy but not informative.

The best sites are easy as one, two, three clicks! Today, site selection firms do most of their initial screening for companies with expansion or relocation need via the Internet. If they cannot find accurate information about your community, you may never hear from them.

"Does this decision promote an environment conducive to economic development and create a community where people want to live and do business?"
Municipal Sustainability Planning

Municipal Surveys

B&TD staff interviewed 11 Canadian municipalities. The results of our interviews are as follows:

Title of Contact at Municipality

Municipality	Title
North Vancouver	Manager, Strategic Economic Initiatives
City of Grande Prairie	Manager, Economic Development
Airdrie	Economic Development and Planning Team Leader
Penticton	EDO
City of Fort Saskatchewan	Economic Development Director
Strathcona County	Manager of Economic Development
Swift Current	Director of Business Development
Milton	Economic Development Officer
Brandon	Economic Development Officer
Regional District of Central Okanagan	Director of Economic Development
City of Charlottetown	Economic Development officer

Population of Municipality

Municipality	Population
North Vancouver	84,000
City of Grande Prairie	50,000
Airdrie	31,000
Penticton	33,000 (Greater Penticton 43,000)
City of Fort Saskatchewan	16,146
Strathcona County	89,241
Swift Current	16,000
Milton	65,000
Brandon	40,000
Regional District of Central Okanagan	173,565

City of Charlottetown	32,323

Economic Development Function of Municipality

Municipality	
North Vancouver	Municipal Department
City of Grande Prairie	Municipal Department
Airdrie	Municipal Department
Penticton	Contracted by the City to the Chamber of Commerce
City of Fort Saskatchewan	Municipal - part of the planning and engineering department; marketing is part of the corporate services department, and tourism is part of the community and protective services department.
Strathcona County	Municipal Department
Swift Current	Municipal Department
Milton	Municipal Department
Brandon	Municipal Department
Regional District of Central Okanagan	Regional
City of Charlottetown	Municipal Department

Has the municipality identified specific industry or industry clusters – What are they?

Municipality	Industry Clusters
North Vancouver	Don't see any advantage to targeting a specific type of business
City of Grande Prairie	No
Airdrie	They did an environmental evaluation last year and they are starting to determine industry sectors to target using NAICS codes and their marketing strategy. So far: Retail-170,000 consumers in area, Food Ag Management, Office Space - Fortis Alberta moving offices out of Calgary to Airdrie, Transport& Warehousing - 45,000 sq ft, 60 acre Costco Distribution centre for Western Canada
Penticton	Tourism, Agriculture, value added manufacturing, Health Sciences
City of Fort Saskatchewan	As part of Alberta's Industrial Heartland they have been focusing in on value added to the petrochemical and oil/gas/upgrader type of businesses as well as the service and supply sector.
Strathcona County	Use all site locator information to help determine specific industry.
Swift Current	Do not target a specific industry focuses more on expansion and retention but have retail, manufacturing sectors
Milton	Traditionally automotive, warehouse/logistics, food manufacturing. In the process of completing a master plan
Brandon	The information listed below all forms part of the evaluation process used to identify targeted industry / clusters. For example if they identify a specific industry they wish to pursue we also look at our ability to supply the labour force required for this industry. Where gaps exist we either adjust our target industries or work on fixing the labour situation.
Regional District of Central Okanagan	They are in the midst of doing so but do not have anything to share at this time.
City of Charlottetown	Retail

Does the municipality use site locator information to help you plan their priorities? How?

Municipality	Site locator information
North Vancouver	Saw them as a waste of time. Most growth happens from within
City of Grande Prairie	No
Airdrie	Yes
Penticton	Use building availability and cost to help plan priorities
City of Fort Saskatchewan	Not really. Given that they are part of Alberta's Industrial Heartland, as a region they did to start out with. But now that the industries have chosen this area they don't really need to plan our priorities from the attraction site. They are working on how their infrastructure, both hard and soft, needs to expand and how that ties into the other three communities and then into the greater Edmonton region. Things have come on so fast that now the quality of life factors are really being strained. So they are in more of a reactive than a proactive mode at the moment.
Strathcona County	
Swift Current	No
Milton	Observing what develops naturally
Brandon	The information listed below all forms part of the evaluation process used to identify targeted industry / clusters. For example if they identify a specific industry they wish to pursue they also look at our ability to supply the labour force required for this industry. Where gaps exist we either adjust their target industries or work on fixing the labour situation.
Regional District of Central Okanagan	
City of Charlottetown	No

Does the municipality develop and sell residential land?

Municipality	Develop and sell residential land
North Vancouver	Yes, they have a Manager of Real Estate. They sell raw and serviced land, preferable to develop
City of Grande Prairie	No
Airdrie	No
Penticton	No
City of Fort Saskatchewan	
Strathcona County	No. Exception is the Centre in the Park project. County gave 20 acre green site to Christenson to develop Urban Village. It allows them some control over the architectural look and direct control over the type of development.
Swift Current	Yes, any type of sale to a developer, etc. that is out of the norm. Private individual residential sales is handled by the finance dept.
Milton	No
Brandon	The Economic Development does not sell residential land but the City of Brandon Property department does. The exception to this if there is municipally owned land that I feel should be used for affordable housing then I will often develop a case around why we should sell the land for a specific price and then work with the property department to move my request forward to council for consideration. The City also engages the services of a realtor to look after their residential land sales.

Municipality	Develop and sell residential land
	http://www.brandon.ca/Main.nsf/Pages+By+ID/777
Regional District of Central Okanagan	No
City of Charlottetown	No. They are 15% part owners in a property development agency CADC. Which handles development in the area

Does the municipality develop and sell non-residential land?

Municipality	Develop and sell non-residential land
North Vancouver	Yes, similar role as residential sales
City of Grande Prairie	No
Airdrie	No - They used to maintain and industrial park, but everything was bought. Completed an annexation 2-3 years ago that was supposed to be a 7-year supply of industrial land but it's already gone. Looking at new annexation in 2008.
Penticton	No
City of Fort Saskatchewan	
Strathcona County	Not regularly. Industrial Heartland was sold back to industry at cost. Total bought $6B in Upgraders. Not going to be developing or putting any land on market
Swift Current	Yes, in charge of the entire sale from the initial conversations all the way to going to council for approval.
Milton	No
Brandon	The Economic Development does not sell non-residential land but the City of Brandon Property department does. The exception to this if there is municipally owned land that is critical to their moving an economic development initiative forward. If this situation occurs then they will often develop a case around why they should sell the land for a specific price and then work with the property department to move their request forward to council for consideration. The City also engages the services of a realtor to look after their non residential land sales
Regional District of Central Okanagan	No
City of Charlottetown	No

Best Practices?

Municipality	Best Practices
North Vancouver	
City of Grande Prairie	
Airdrie	They do a lot to support tourism. New ED officer focusing on Tourism Ie: festivals, rodeos. Strong relationship with Chamber. Airdrie Life 2-3 times per year - magazine to all businesses. SAMPLE
Penticton	They do offer marketing assistance to companies in all sectors, primarily in employee recruitment, or new market share acquisition. This is done by an annual allotment to each sector. Not a large amount of money, but a showing of interest and support.
City of Fort Saskatchewan	
Strathcona County	Their economic development strategy has been well received with businesses. They spend approx 50% of time out of office. Very proud

Municipality	Best Practices
	of relationship with Sherwood Park and Fort Saskatchewan Chamber of Commerce. They also do presentations to Brokerage offices twice a year to update them on the Sherwood Park/Heartland Forecast. They have a strong customer service focus.
Swift Current	Tax incentive to businesses. Attachment
Milton	Tourism is a low priority. They are focused on a balanced assessment and industrial development in order to achieve balanced growth. Focusing on attracting a post secondary institution. Offering 5 acres of land free. Want to be creating an infrastructure to grow a solid community. They want sustainable economic growth
Brandon	They are not sure what we were seeking but the item that came to mind for them is that regardless of being a City Department we also act in the best interests of business first. As such they often act as mediators in moving projects forward with other city departments, city council and project proponents. They protect confidentially at all costs.
Regional District of Central Okanagan	Their Business Enhancement Specialist performs approximately 200 site visits a year to build awareness of the Economic Development Commission, gain feedback from local businesses and identify needs.
City of Charlottetown	They have 3 different tax incentive programs: 1. City wide - targeting light/heavy manufacturing, biotechnology. 2. Downtown Revitalization - offer incentives to homes or businesses establishing in a certain zone of downtown. 3. Downtown international financial services - offer incentives for businesses that are doing business internationally

Additional Information

Municipality	Other
North Vancouver	1. Municipality has to understand how wealth is created and who creates it. Local policies need to focus on wealth creation 2. That if there is no wealth there is no productivity. Build long-term prosperity. Not brochures and tourism products but focus on things that "actually promote wealth"
City of Grande Prairie	This is a new department with the City. Initiatives are in their infancy.
Airdrie	
Penticton	Their focus here – without a strategic plan was to fill the empty buildings and land – especially light manufacturing. This has been successful. Greenfield is not available there– they are now in the re-development stage throughout the city. They have just set a height restriction of 15 floors for business/residential buildings within the city. (Lifestyle and quality of life a paramount here)
City of Fort Saskatchewan	Their business visitation program works quite well. They do not target any particular type of business but rather try and see a whole range of businesses. Keeps them in touch with the big guys and the little guys. They are just heading down a new path with their labour and education committee and that is a career fair. They have gotten the school counselors on board to work with them, so they are looking at how that will assist them and in fact the business community, by exposing young people to what kind of careers are out there

APPENDIX 'E'
CORE AND SUPPORTING FUNCTIONS

"TECHNICAL BACKGROUNDER"
RESEARCH SUMMARIES

APPENDIX 'E'
CORE AND SUPPORTING FUNCTIONS

"Technical Backgrounder"
Research Summaries

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APPENDIX 'E': CORE AND SUPPORTING FUNCTIONS

In order to maximize results and meet the targets set within the Long Term Department Plan, Business & Tourism Development has prioritized its effort into four Core Functions. Over the life span of the LTDP, Business & Tourism Development efforts will focus on these Core Functions and use the Support Functions in order to achieve the department goals.

Good economic developers understand that although they are not decision makers, they are the decision influences.

If you merely sit and watch neighboring communities enjoy the benefit of a successful economic development program, prosperity will never reach your community. Economic development is hard work; guided by well conceived, thoughtfully laid out plans that you are committed to following.

If a community wants to compete in the global economy, it has to believe in itself.

Business attraction is one of the most expensive strategies in economic development. Marketing to a national audience often requires hundreds of thousands of dollars and may take years to attract the right company.

There is more to economic development than attracting new businesses. You should begin your economic development efforts by looking in your own backyard to see what it will take to create, retain and expand businesses and people already present in your community.

Without a strategic plan, your community's industrial land could end up being used by big box retail instead of companies that create primary jobs.

Economic development is unpredictable, with no established timeframe for when it will occur.

The best way to help your community achieve economic development goals is to have diversity in its economic development plan, continue to prepare your community, be ready for prospects to visit and be patient.

Efforts of Business & Tourism Development will be structured around:
Core Functions:

- Business Attraction
- Business Retention/Expansion/Nurturing
- Tourism Development

Business Attraction

Through business attraction, B&TD attempts to accomplish the objectives and tasks of City's Economic Development Master Plan, and the department's business plan/work plan to strengthen the community through business attraction.

Business Attraction activities include identifying target industry sectors compatible to St. Albert, identifying specific industry sectors and companies within each sector, meeting with key company officials and promoting St. Albert Advantages. Business Development attraction initiatives will be developed both from a City general perspective as well as partnership opportunities with private sector developers. Business attraction includes real estate assistance inquiries from sales to leasing of commercial and industrial land in the City and its competitive position within the region and matching business opportunities.

Providing new businesses with information on St. Albert locations, projections, forecasting, business costs and St. Albert statistical analysis (ranging from inquiries, follow-up, demographics, community profile, business competition), to more significant involvement including advice and assistance with subdivisions, Land Use Bylaw issues and challenges, marketing, RFP's for multiple land sale inquiries, development of an information database and representing the City at various functions and events.

In order to meet the goals and align with the Core Functions, Business & Tourism Development efforts will need to be reprioritized. The following chart indicates areas where B&TD will need to place additional emphasis/effort and areas where efforts will be re-allocated in order to apply the needed resources where needed.

Core Function Business Attraction

Status	Title/Description	
Change targeted business	Marketing - Target primary industry through development of matrix that identifies "compatible" business matching St. Albert strengths	+
Enhance existing	Marketing - Attendance at specific trade shows to research targeted industries (Retail Shopping Centre Trade Show, Buyer/Seller Forum)	+
Enhance existing	Work with City Administration to accelerate commercial/industrial land availability (Designated zoning, servicing, etc.)	+
Existing	Work with regional partners, government agencies, etc. to gather competitive knowledge and impacts on St. Albert (demographics, regional economy, etc.)	Same
Existing	Respond to customer inquiries. Maintain database for quick response (Demographics, available land for sale/lease)	Same
Enhance existing	Facilitate Land sales (private and public) - Provide market information (availability, business cost comparisons, transportation networks, opportunities, etc.) to private land developers to support their development - Provide liaison/referral to appropriate bodies (Planning & Development, sources of financing, etc.)	+
Delete	Development and marketing of City owned industrial parks, client services to facilitate sales/development agreements (Legal, Planning & Engineering, etc.) - Create specific marketing materials, advertisements, RFP's etc. to market City owned industrial lots	-

B&TD Long Term Dept. Plan
Additions Sept 25, 2007

The City needs to be proactive in attracting new business in targeted sectors that are deemed compatible for St. Albert. Business attraction will assist in diversifying the local economy, and contribute to the goal of 80/20

Business Attraction targets will be based on St. Albert Advantages, available land/buildings, employment generation (both in numbers and in primary job creation) and the fit within the St. Albert and regional economies. Business attraction is highly competitive in the global marketplace

Business Retention, Expansion and Nurturing

Although it doesn't garner the headlines and ribbon-cuttings, business retention is an important component of any economic development program. As in any business, it is much easier to retain a customer than it is to develop a new customer.

Documented studies in economic development across North America indicate that as high as 80% of growth will come from within the community. As well, local business tends to be more committed and not subject to relocation/recruitment from other communities using incentives to lure new companies.

In most communities business retention begins with a business visitation program, whether using volunteer/community leaders, paid staff, or a combination of staff and volunteers. Business retention programs are viewed as helping one business at a time and demonstrating support for the local business community.

Business retention is not only less costly than business attraction; it is a systematic approach to deliver. Return on investment to the business community is a key component to successful investment attraction. If local businesses are not investing and supporting the community, it is hard to convince others to invest.

Decisions, programs and services offered by the City should be built around an understanding of what is impacting local business decisions and how the City can mitigate any negative influences. The best way to understand local trends and conditions is through contact within the local business community.

The City of St. Albert has promoted Business Retention through the Business Visitation program with the Mayor's office and through continued surveys with the annual Business License renewal. The Business & Tourism Development Department has been active in the business community and supports events such as the Small Business Week, Downtown Business Association, Chamber of Commerce Trade Show and the Annual Chamber Golf Tournament. It is important for the department to maintain a high level of exposure with local businesses and organizations.

Rationale

It is easier to keep businesses versus attract new ones. Local businesses are potential leads for the targeted attraction of suppliers, complementary businesses, networking, etc. Business Retention is a cost effective means to expand the local tax base (ROI)

Action Required

- Continue and expand the Business Visitation program beyond the current 10-15 business visitations per year. The program can continue to include involvement of the Mayor and/or Councilors, but not be dependant on their participation
- Develop a formal follow-up process to address issues raised through the business visitation program in order to maximize the results
- Business & Tourism Development staff members host the Business Visitation program
- Monitor international Business Retention and Expansion organizations for best practices, conferences and seminars as appropriate
- Conduct exit surveys with closed businesses
- Host business breakfast and other events to inform the business community

Impacts to Success

- Opportunity for cost effective, affordable options for local businesses, including land, buildings and/or access to commercial rental properties
- Competitive taxes, fees, etc.
- That the City maintain appropriate, cost effective services that support expansion of local businesses including
- Available, serviced, zoned land
- Effective transportation network
- Cost effective utilities
- Range of housing options for different levels of income

To meet the goals and align with the Core Functions, B&TD efforts will be realigned in order to undertake an effective Business Retention program. The following chart demonstrates the shift in priorities within the B&TD operations.

Core Function Business Retention

Status	Title/Description	
Enhance Existing	Business Visitation Program - Identify issues, challenges facing businesses and respond/resolve where appropriate, Identify leads, information for business attraction, Increase the number of business visits and increase information gathered from the visit	+
Existing	Networking, attending local business functions/events - Work with Chamber, DBA, NABI, etc. - Support business events (Small Business Week, Chamber Trade Show, etc.)	Same
Existing	Supply Business Information - Publishing and distribution of Focus Newsletter, Trade Area Survey, Census, etc. - Competitive knowledge statistics impacting the business community	Same

Enhance Existing	Small Business Counseling - Support for NABI - Assist in finding expansion land/location, business referrals (NABI, Business Link, etc.)	+
Existing	Conduct survey of business information through the Business License renewal process	Same

B&TD Long Term Dept. Plan
Additions Sept 25, 2007

Typically, 80% of business growth comes from within any given community. It is important that B&TD have an active program to retain existing business. Business retention will support the efforts to maintain the current assessment ratios, while business expansion efforts will serve to support the goal to increase the non-residential assessment base.

A strong local business economy, with diverse mix of business operations will indicate confidence in the local economy, especially when local owners/operators are reinvesting in business expansions. Local business will also be a source of leads for new business attraction.

IT IS OFTEN EASIER TO KEEP THE CUSTOMERS YOU HAVE THAN TO ATTRACT NEW.

Business Creation

By encouraging and supporting new entrepreneurs, the City has the opportunity to "grow" small business enterprises. This "nurturing" of entrepreneurship is an important community asset as identified in such publications as the "Creative Class".

Many small and medium enterprises start as home-based business and may stem from "hobbies". The strong cultural background in St. Albert supports Business Creation in such sectors as Arts and Culture, Management and Human resources, etc. Over 800 home-based businesses operate in St. Albert. The City further supports entrepreneurship through continued contributions to the Northern Alberta Business Incubator.

If you want to attract entrepreneurs make sure you create a business climate and infrastructure that will support their business needs, such as easy permitting and state of the art telecommunication.

Show your leaders what could happen to a community like yours if economic development is ignored and under funded. Once they see the ghost of the community's future, they will not want to make the same mistakes twice.

Economic development for three primary strategies:

- The lottery – playing high stakes game of recruiting a company from outside
- The bread and butter – retaining and expanding existing business
- The gardening – growing/nurturing/seeding business in the community

Gardening and bread and butter strategies are where 90% of the jobs come from within. This strategy is highly effective but takes a lot of work!

Communities and government agencies need to provide opportunities for people who have the creative urge and entrepreneurial spirit to develop ideas so they can take their products to market. Economic development can nurture entrepreneurial businesses from start-up through the various growth stages and into maturity by finding funds for start-ups.

Business Nurturing

As with Business Retention, the majority of growth in business investment will come from within the community.

Small business is recognized as the engine for economic development. Business training and mentoring are important components for fostering business start-up.

Through the Northern Alberta Business Incubator (NABI), St. Albert has nurtured over 1000 businesses, through incubation, courses, and seminars.

With many high-income families in St. Albert, an opportunity for business start-up exists as residents move toward self-employment.

St. Albert also encourages home-based businesses, which may become the business leaders of the future.

Rationale
It is easier to grow new business from within the local community then attract outside investment. Business will grow with the City.

Action Required
- Maintain competitive fees, policies to encourage home-based business
- Continue support for NABI, both financial and resource
- Continue to provide comprehensive information and consulting to support business start-ups
- Continue networking with small business service providers (Business Link, financial institutions, Business Development Bank, etc.)
- Support business entrepreneurs with relevant research and publications (Business Directory, Focus on Business Newsletter, etc.)
- Work with NABI, Chamber of Commerce, Business Licensing to meet new/prospective business start-ups
- Obtain access to Community Futures Services
- Host business breakfast and other events to inform the business community

Impacts to Success
- Continued support and investment in business start-up programs/services such as the Northern Alberta Business Incubator

- Competitive business costs, including availability of commercial/industrial buildings (rent or purchase), operating costs (taxes, utilities, processing timelines/fees for development/building projects, etc.)

Tourism

Tourism will not only enhance the City's quality of life, support the arts and entertainment sectors, but also serve as an important economic generator, as business attraction/retention and expansion occurs in order to meet the needs of visitors to our community, creating new business opportunities, increased employment and contribution to the non-residential tax assessment.

Business & Tourism Development has collected the following statistics about Tourism in St. Albert

- 4.6M people visit Edmonton and area on a yearly basis (23% of total visitor to the province)
- Festival organizers in St. Albert estimate 277,000 visitors (2005) to events (International Children's Festival, Rainmaker Rodeo, St. Albert Farmer's Market)
- Special events in St. Albert draw mainly St. Albert residents (58.5%) and Edmonton residents (26%)
- Tourism generates tax revenue ($1.6B in 2001)
  - $915M – federal government
  - $530M – provincial government
  - $216M – municipal government

The following are general tips and guidelines for tourism development:

- Determine your brand - what is it you want to be known for? Narrow your focus. Find your niche that sets you apart from everyone else and makes you worth a special trip.
- What sets your community apart from everyone else?
- Promote your greatest asset, your greatest strength.
- Developing niche markets and brand identity will aid your economic development efforts, attracting more investment.
- Create a Development and Marketing Action Plan. This plan, when implemented, gets everyone pulling in the same direction.
- Make sure your downtown – where most visitors spending takes place is on board
- Shift from a "low-yield" tourism information function to a higher yield value added tourism development, with new investments (bed & breakfasts, spas, restaurants, etc.)
- Shift marketing to appeal to highly educated, high-income tourist
- Develop partnerships/programs that will generate activity far greater than what could be achieved individually
- Create opportunities for local businesses
- Efforts help existing businesses become stronger or larger.
- There is nothing wrong with competition. Restaurant districts with 20 restaurants do better than downtowns with four restaurants. This is a rule of critical mass.

- Make sure everyone is pulling in the same direction. A unified effort will attract the development interests and a higher quality of product.
- Have a Visitor Assessment done: a look at the community from the eyes of a potential investor. The assessment process looks at your wayfinding (how well you connect the dots), gateways, your downtown's overall appeal, business mix, your attractions, beautification, supporting amenities, and customer service. It also looks at your marketing efforts.

Websites

- The web is where it's at! Besides direct contact with potential investors, nothing is more important than websites that are good enough to close the sale. Not just in terms of attracting investment, but in terms of attracting customers.
- Include community and economic development information on your community's website.
- Promote the community, not your organization.
- Provide the information in easy-to-download, printable PDF format
- Include maps
- Include a form so they can easily request more information.
- Include your contact information on every page

Tourism

- Tourism is an economic development activity.
- The goal is to import more cash into your community than you export.
- Tourism is the fastest growing and one of the top three industries in 49 of 50 states and in every Canadian province.
- Tourism diversifies the local economy.
- Tourism creates jobs and business opportunities:
    - Entry level and entrepreneurs. It is the number one industry for small businesses.
- Tourism promotes new business development, particularly in well-branded communities.
- The industry boosts community pride.
- Tourism is your front door to non-tourism economic development efforts. Anyone contemplating a new business or a move to your community will first arrive as a visitor.
- The number one reason for travel is to visit friends and family.
- The number one activity of visitors is shopping and dining in a pedestrian setting.
- Overnight visitors spend three times that of day visitors.
- If you can't get passers-by to stop, you'll have a tough time becoming a destination

Tourism is not defined as a single industry sector, but is encompassed within a number of sectors, including: Retail trade, Information and Cultural Industries, Arts, Entertainment and Recreation, and Accommodation and Food Services.

St. Albert has adopted a Tourism Master Plan, which will be implemented through this Long Term Department Plan.

Implementation Plan for City of St. Albert Tourism Master Plan

Implementation of the City of St. Albert Tourism Master Plan (TMP) will be dependant on the availability of human and financial resources. Business cases will be written to support the recommendations and strategies contained within the TMP. Although the recommendations have been prioritized they will not necessarily be implemented in the order listed in the TMP because of cost or additional resources required. Some of the strategies that support the recommendations may take 20 years or more to implement.

In recent years, an increasing emphasis has been placed on Tourism Development. With the adoption of the Tourism Master Plan, B&TD will realign resources as indicated below, in order to meet the tourism development goals.

Core Function Tourism

Status	Title/Description	
New	Implement recommendations from Tourism Master Plan as resources are made available	+
New	Marketing and promotion of existing and new events/attractions to increase non-residential spending in St. Albert	+
Existing	Maintain membership/partnership with Regional events/organizations utilize partnerships for events where appropriate	Same
Enhance Existing	Assist local business/organizations with marketing special events, attractions (Kinsmen RV Park, Botanic Gardens, etc.)	+
New	Develop marketing tools for promoting St. Albert tourism (website, brochures, print advertisements, etc.)	+
Decrease Existing	Provide tourism information services to visitors and residents. Develop satellite tourism displays, encourage self-serve tourism information and increase use of web based information sources	-

Further Vitalize the Downtown Area (Objective # 1)

- Work with the DBA & the Business Revitalization Zone.
- Work with the Recreation/Parks Department to develop a plan with costs attached for the revitalization of Founders Walk. Work will begin in 2008 with completion targeted for 2011. (St. Albert's 150th birthday)
- Develop a tourism awareness communications plan.
- Prepare a re-use strategy for St. Albert Place.
- Pursue locations for additional downtown tourism attractions.
- Relocate Visitor Centre to downtown.

Promote Current and Future Tourist Attractions and Events (Objective #2)

- A website will market St. Albert attractions and events. Potential partners and funding sources will be researched. It is anticipated that B&TD will have a RFP developed by the fourth quarter of 2007.
- The TMP has identified the need for a dedicated marketing department under Business & Tourism Development. As the workload for B&TD continues to grow, business cases will be developed to hire a dedicated marketing person, special events commissioner, and events coordinator to support this recommendation.

Develop the Sturgeon River Valley and Downtown Riverfront (Objective # 3)

- Conduct a feasibility report on river cleanup and stabilization, including cost projections. (2010)
- Research and apply for funds to implement the recommendations that will be part of the feasibility study.

Develop New Tourist Attractions and Events, and Enhance Existing Ones (Objective #4)

- Encourage private enterprise to offer river activities. (Once river is cleaned and stabilized)
- Develop a plan that will result in the building of a Nature Interpretive Centre in Lois Hole Provincial Park. (2015)
- Pursue additional events or attractions that will increase visitation to St. Albert (only if a return on investment can be shown)

Maintain and Upgrade Existing Sport Facilities and the Red Willow Park System (Objective 5)

- Implement a community and City of St. Albert "pride" program
- Work co-operatively with other departments to ensure our recreation facilities are maintained and upgraded to meet "best-in-class" standards – will assist the special events commissioner in successfully recruiting "sports" events to St. Albert
- Work to develop additional accesses to Lois Hole Provincial Park via road and trail networks.
- Leverage money and build relationships that will result in partnership initiatives

Increase Visitor Options for Accommodations (Objective #6)

- Hold a bed & breakfast workshop.
- Participate in the Alberta Tourism, Parks, Recreation and Culture's tourism investment symposium. (2008-2009)
- Ensure the MDP has appropriate zoned land for accommodation options.

Create a Tourism Brand for St. Albert (Objective#7)

- Roger Brooks of Destination Development has been tentatively booked for May 2008 to conduct a community assessment of St. Albert. A tourism brand will be developed as part of this assessment. Alberta Tourism, Parks, Recreation and Culture have been identified as potential funding partner for this initiative.

Seek Financial Support from all Levels of Government (Objective # 8)

- Research and apply for grants.
- Invite City Council to participate in community assessment program – this will encourage buy-in for tourism
- Encourage city council to take a lead role in building relationships with other potential funding sources

Business License

In 2000, St. Albert City Council approved the elimination of business tax and replaced it with a revenue neutral non-residential property tax rate and universal business license. Utilizing a business license has created a more equitable tax treatment for business.

St. Albert based business (Resident) and Non-St. Albert based business (Non-resident) businesses are required to obtain an annual business license. License fees can be exempt in accordance with a Statute of the Province of Alberta, Parliament of Canada or a registered association.

Information collected for the business license provides much needed information for our Emergency Services personnel in case of fires, product spills and so on and for Business & Tourism Development, the information provided enables us to produce a comprehensive business directory, which is at no charge to the business. The comprehensive business directory is placed on our web site and updated on a regular basis. The information provided is confidential other than the information for the business directory.

In order to meet the B&TD Long Term Department Plan goals, Business Licensing will place greater emphasis on ensuring new businesses feel welcome in St. Albert and that improved tracking of business openings/closings is undertaken to monitor trends as illustrated below.

Core Function Business License

Status	Title/Description	
Existing	Issue Business License to all local, home-based and non-residential businesses operating in St. Albert. Maintain revenue source from Business License fees.	Same

Existing	Maintain and update business directory (electronic, print-version on request) Encourage business to be listed in the directory (voluntary free listing). Share information with Albertafirst.com	Same
Enhance Existing	Enhance Welcome package distributed to every new business. Use license as positive first contact with the City.	+
Enhance Existing	Develop tracking/trends from business license activity - open/close, relocate, trends in types of business open/close, etc.	+
Existing	Maintain excellent collections ratio with limited fines/penalties minimize write-offs, outstanding accounts.	Same

Support Functions

Competitive Knowledge

Collecting data and providing statistics may seem like a waste of time, but accurate data and statistics are important to prospects and the community.

Before your fill your marketing materials and websites with pretty pictures, think about the statistics that will be meaningful to your audience.

Knowing your competition is important in any business. B&TD will enhance the efforts in gathering Competitive Knowledge with emphasis on existing efforts, as illustrated below.

Support Function Competitive Knowledge

Status	Title/Description	
Existing	Attend and participate in regional, provincial and national business and/or economic development events, meetings, etc.	Same
Enhance Existing	Subscribe to information sources (Media, Stats Canada, CMHC, etc.) review and analyze impact on St. Albert	+
Enhance Existing	Research and implement Best Practices	+
Enhance Existing	Conduct surveys, etc. and publish local/regional information (Census, Trade Area Survey, Consumer Survey, etc.)	+
New	Seek funding sources/partnerships to support Business & Tourism Development initiatives (CISP, WD, etc.)	+

Land Development

Marketing industrial recruitment is not just marketing; it is selling. Selling is a labour intensive, service-oriented enterprise. Your budget needs to include sufficient staff to most effectively get the message out and the job done.

For many years, the City of St. Albert has been the sole developer of industrial lands in the City. B&TD has been expected to serve as a "developer", "marketer" and "sales" for these

lands. With the move away from "developer", the sales function within B&TD will shift to broader community sales, assisting developers in marketing their non-residential properties in St. Albert.

Continued effort will be required over the next 3-5 years as the lands sold in Campbell North are developed and building commitments are completed.

Within the winding down of land sales, B&TD efforts will be realigned, as illustrated below, to support and encourage private sector development of industrial and commercial land.

Core Function Land Development and Sales (Rename)

Status	Title/Description	
Delete	Market City owned industrial lots, compete land sale agreements and follow up to ensure conditions are adhered to (ie: Campbell North)	-
Existing	Work with developers, land owners and individual businesses to assist in identifying development requirements, referrals to appropriate departments/agencies	Same
Enhance Existing	Monitor inventory of serviced/unserviced land, recommend policy/incentives to encourage land development	+

B&TD Long Term Dept. Plan
Additions Sept 25, 2007
Section 4.5 Critical Support Functions

The City is no longer the sole provider/developer of industrial land. The B&TD department mandate will change from land development, marketing and sales, to one where department staff will work closely with private sector developers to assist in identifying industrial and commercial land needs, potential customers for non-residential land, lobbying private sector land developers to invest in St. Albert properties, and assist in marketing non-residential lands throughout the community

B&TD, through such vehicles as the MDP, will monitor and encourage non-residential land development in various sections of the City as identified in the MDP. B&TD will monitor commercial/industrial activity in the region and recommend strategies for St. Albert to capture a portion of the economic growth.

Administration

A person's word is the most important element of economic development. A community must deliver what it says it can. It cannot promise infrastructure that isn't there, a workforce that it does not have or land that is not available.

To meet the goals and service standards within the LTDP, emphasis will be placed on ensuring the department has the right resources, and they are utilized in the most efficient manner. Emphasis will be placed on having trained, satisfied employees in order to deliver excellent services.

Administration functions continue to serve the entire B&TD department and will refocus efforts as indicated below.

Support Function Administration

Status	Title/Description	
Enhance Existing	Support training and development for staff with target for key staff positions to obtain Economic Development training through the University of Waterloo	+
Existing	Monitor annual budgets and maximize results from resources allocated	Same
Existing	Ensure staff are valued, contributing to the department and are working in a safe and healthy environment	Same
Enhance Existing	Develop interdepartmental collaboration and communication	+
Enhance Existing	Production of quality, informative reports to SLT, Council on important issues	+
Existing	Provide guidance and administrative support to SAEDAC, SAEDAC Exec and the various SAEDAC Sub Committees	Same
Enhance Existing	Contribute knowledge expertise to strategic/corporate planning, share competitive knowledge, trends, etc.	+
Enhance Existing	Internal and external communications, department cross-training, etc.	+

Marketing, Networking and Special Projects

Most frequently used marketing techniques have been cold calling, trade shows, and direct marketing. These techniques are still useful but informative websites; planned visits to corporate executives and hosting special events have become more effective in capturing the prospects attention.

Economic development is like and iceberg. Success is built upon a very deep base of market intelligence, strategic marketing, community connection, trust and hard work.

A community needs to give clean, consistent messages.

- Community relations or economic development? Community relations programs are often very visible to provide tangible examples of organizations "doing something".
- Strengthen community pride
- Enhance the image of the City and its business community
- Strengthen and build relationships between groups within the community
- Market Economic Development & Tourism to gain 80% growth from within
- Important to balance what contributes to economic sustainability

- Community relations programs have their place in an integrated marketing mix, however, they should not be confused with targeted economic development activities designed to generate new incremental growth
- Find the right balance between business development targeted to existing businesses and the need to market the community to external audiences, that may be specific sector or geographic area
- External marketing activities identify incremental business opportunities and important market intelligence which ensures the City remains competitive
- Send a clear message – "Open for business" in words and action
- Reposition St. Albert from "bedroom community" with high taxes, to a community of choice with balanced growth
- Create brand/image that differentiates St. Albert
- Live up to the image – walk the talk!
- Rebuild reputation, instill confidence of City's commitment to commercial/industrial growth
- Garner community buy-in, get citizens on board
- Educate the community
- Educate citizens about economic realities, the spin-offs and benefits of a healthy business community

St. Albert needs to foster a civic corporate culture that understands and responds to customer needs of non-residential sector in a competitive manner, while maintaining the standards that sets St. Albert apart from other communities (within reason)

Marketing efforts support all four Core Functions and will consume the majority of time and resources. In order to meet the goals, marketing efforts will be refocused as indicated below.

Support Function Marketing/Networking/Special Events

Status	Title/Description	
Enhance Existing	Continuous improvement and update marketing materials including brochures, video, website, City maps, new resident brochure, etc.	+
Enhance Existing	Host Business Events - Business Breakfast, Create "Developers" event - Participate and support DBA, Chamber events, Develop new business events	+
Enhance Existing	Continuous improvement and distribution of newsletter, calendars, etc. - Increase circulation, Increase electronic correspondence	+
Enhance Existing	Production of statistical information in easily understood format - Census, Trade Area Survey, Community Profile, Website (info and ease of access)	+
Enhance Existing	Production and placement of advertising and attendance at trade shows to reach the targeted industry sectors	+
New	Develop a 3-year marketing/communication plan with specific targets. Monitor with a 3-4 year update of Marketing Communication Audit (2000,2004,2008,2011, etc)	+
Enhance Existing	Deliver on brand promise "Business is RIGHT in St. Albert" and "Business Friendly" review	+

Enhance Existing	Market, promote and improve on the image/perceptions that St. Albert is open for business	+
Enhance Existing	Increase St. Albert exposure through Albertafirst.com and other provincial/federal venues	+

APPENDIX 'F'
SITE SELECTION FACTORS

"TECHNICAL BACKGROUNDER"
RESEARCH SUMMARIES

APPENDIX 'F'
SITE SELECTION FACTORS

"Technical Backgrounder"
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APPENDIX F: SITE SELECTION FACTORS

Site Selection Process

Companies considering relocation or startup need a rigorous process for vetting potential locations. The five phases below lay out a basic process that many companies use for evaluating a site to ensure it will meet business purposes and strategic objectives. *

Phase 1 – Develop a location strategy from the business strategy. Use a preliminary cost profile to determine emphasis on key business criteria:

- Labour
- Operational requirements
- Operating costs
- Quality of life/business
- Operating environment
- Other

Phase 2 – Use a screening process, based on weighted location attributes, to assess an initial list of communities based on threshold company requirements

- Labour market attributes
- Cost structure
- Operating environment
- Other threshold attributes

This yields a short list of potentially suitable locations for detailed analysis.

Phase 3 – Prepare a cost comparison based on incremental cash flow analyses of potential locations. The comparison weighs qualitative factors against operating costs for each location, helping to create a short list of locations.

Phase 4 – Field visits – there is no substitute for on-site corroboration of primary and secondary data. Field visits yield real-time information and confirm the weighting of key attributes done during the first three phases. Field visits also allow evaluators to compare specific sites and transaction terms

- Potential site/building options
- Locational attributes
- Incentive possibilities
- Human resource issues
- Labour market considerations
- Logistics infrastructure

Phase 5 – Prioritize final locations and finalize the negotiation process. This preserves viable alternatives if the first site selected should fall through.

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* Source: *A Roadmap is Key to Knowing Where to Go*, By Linda G. Tresslar, Managing Director, Strategic Consulting Group, Grubb & Ellis Co. (Nov 06)

Site Selection Factors

Business and industry assign various levels of importance to decision-making factors as they look for new sites or expansion opportunities. These factors will vary depending on the size and nature of the business. Area Development, Site and Facility Planning magazine interviews corporations and location consultants to determine which factors most influence business location decisions.* Their findings are listed in the following table:

Factors	Important and Very Important
1. Labour	
Availability of skilled labour	87.2
Availability of unskilled labour	50.6
Training programs	59.6
Labour costs	87.9
Low union profile	77
Right-to-work State	69.7
2. Transportation/Telecommunications	
Highway accessibility	91.4
Railroad service	28.9
Accessibility to major airport	50
Waterway or ocean port accessibility	20.2
Availability of telecommunication services	79.8
Availability of high-speed internet access	85.7
3. Finance	
Availability of long-term financing	56.5
Corporate tax rate	85
Tax exemption	83.6
State and local incentives	86
4. Other	
Proximity to major markets	83.2
Cost of land	79.1
Availability of land	75
Occupancy or construction costs	83.7
Raw materials availability	62.3
Energy availability and costs	82.8
Environmental regulations	71.1
Proximity to suppliers	66.7
Proximity to technical university	30.2
5. Quality of life factors	
Climate	46.5
Housing availability	59.3
Housing costs	60
Health facilities	62.1
Ratings of public schools	56.8
Cultural opportunities	48.8

* Source: *Area Development, Site and Facility Planning* magazine, June 2005

Factors	Important and Very Important
Low crime rate	67.8
Recreational opportunities	48.8
Colleges and universities in area	46

In Section 5.2, the MDP also recommends, that the City of St. Albert undertake a commercial/industrial development strategy to determine the following:

- Market demand for various commercial and industrial uses
- Provide information to target commercial and industrial recruitment
- Develop marketing tools

Some of this was undertaken in the NAICS review below, however, Business & Tourism Development recommends that a Community Positioning Evaluation and a subsequent Marketing Plan be developed as next steps following the approval of the Long Term Department Plan.

In order to be successful in business attraction/retention, it is important to rate highly in the site selection factors (identified in the chart above).

Housing availability and housing costs are two key components of the quality of life factors. These factors also impact the availability of skilled and unskilled labour.

Through the Affordable Housing Strategy, considerable work has been undertaken with regards to housing needs and gaps in St. Albert. For information on Housing Continuum (Affordable Housing Strategy Section 2.1) and Housing Needs and Gaps (Affordable Housing Strategy Section 3.0), please refer to the City of St. Albert Affordable Housing Strategy (January 2005).

North American Industry Classification System (NAICS)

The North American Industry Classification System (NAICS) is a comprehensive system that identifies all economic activities. A hierarchical structure, at the highest level it divides the economy into 20 sectors. At the lower levels, it further distinguishes the different economic activities that businesses pursue.

For the purposes of this analysis, Business & Tourism Development has combined several of the NAICS sectors into one broader category (i.e. although there is no one category for tourism in NAICS, we combined Arts, Entertainment and Recreation and Accommodation and Food Services under a tourism heading).

Some NAICS categories were not included within our review or were deemed inappropriate for St. Albert (ie: Mining, Quarrying and Oil and Gas Extraction, Agriculture, Forestry, Fishing and Hunting). See the last section of this appendix, Sector Analysis Data For St. Albert for our analysis that lead to this decision.

We prioritized the industry sectors we will focus our business attraction efforts on in the following three classifications:

A. Sector requires active, focused attention
B. Sector requires some attention and effort
C. We will support this sector as needed

Please see the last section of this appendix, Sector Analysis and Data for our analysis that led to this prioritization. Each of the priority A and B NAICS categories are described in the following two sections.

A. SECTOR REQUIRES ACTIVE, FOCUSED ATTENTION

NAICS Code 48-49 – Transportation & Warehousing

This sector includes firms involved in transporting passengers and goods, and in warehousing. Transportation can include road, rail, water, air and pipeline.

Wholesale/Warehouse Distribution

Includes wholesale merchandising and related logistics, marketing and support services. Products could include petroleum distributors, motor vehicle parts and accessories, etc. Examples of wholesale/distribution in St. Albert may include Goodyear and Michelin Tires in Campbell Business Park and Connect Logistics (AGLC).

This sector is a good fit in St. Albert because we have:

- Excellent transportation linkages to and from markets including CN Intermodal, the expanding Port of Prince Rupert, access to Yellowhead Trans-Canada Highway (east-west), Calgary-Edmonton Corridor (South) and gateway to northern Alberta resource development
- Ray Gibbon Drive linkage to major transportation routes
- Proximity to Edmonton market
- Potential use of Villeneuve Airport for hotshot service to oilsands, etc.

Action Required

St. Albert needs to take the following actions to attract this industry to our City (see chart at the end of the document for sector requirements):

- Identify and promote land development in large parcels
- Recognize the opportunity for wholesale/distribution cluster development in the Future Study Areas of the annexed lands adjacent to Ray Gibbon Drive and Villeneuve Road
- Support initiatives to provide a stock of affordable housing
- Market the opportunity to developers and warehouse/wholesale companies
- Network with landowners/developers
- Facilitate and provide input into land use, infrastructure and road networks
- Identify spin-offs
- Target both primary and secondary employment

Impacts to Success

- Limited availability of large parcels of land
- Limited availability of workforce for distribution and warehouse operations

NAICS CODE 23 – Construction

This sector includes firms engaged in construction, repairing and renovating buildings and engineering works, and in subdividing and developing land.

St. Albert already has a significant construction cluster serving many different needs – ranging from land development (Standard General, Mill Creek Developments, Landrex), commercial builders (Johnston Builders) to many trades (electricians, plumbers, painters, etc.).

With the heated Alberta economy, this industry sector offers great promise. Contractors will be required for construction and maintenance for the upgraders being built in Sturgeon County and throughout northern Alberta.

This industry typically pays higher than average salary levels.

This sector is a good fit in St. Albert because we have:

- Local active contractor cluster in many different disciplines (Nason, Standard General, Johnston Builders, Kondro Electric, Alberco Construction)
- Centrally located, easy access to upgraders, resource development in northern Alberta
- Strong construction market in and around St. Albert and Greater Edmonton Region

Action Required

- Identify and promote development of industrial land
- Support initiatives to provide a stock of affordable housing
- Attend building industry trade shows
- Work with local construction firms to develop new business opportunities

Impacts to Success

- Lack of available land

NAICS CODE 44-45 – Retail

The retail trade sector comprises firms engaged in retailing merchandise. It also includes sub-sectors for motor vehicle and parts dealers, furniture, electronics, building materials, etc.

St. Albert can serve a population in excess of one million in the Greater Edmonton Region. Although there are opportunities for retail development, there is also stiff competition for retail sales in the region. St. Albert has become a regional shopping destination with the addition of new retail developments over the past five years, and can continue to expand its retail presence as the variety of goods and services are increased.

This sector is a good fit in St. Albert because we have

- High income levels of St. Albert residents
- Ease of access for trade area to the north and Edmonton neighborhoods
- A growing northern Alberta economy, which will mean more disposable incomes for retail spending
- Updated Consumer and Trade Area Surveys
- A Tourism Master Plan

Action Required

- Identify opportunities for retail firms, commercial developers and shopping centre developers
- Market St. Albert to the regional trade area

- Support initiatives to provide a stock of affordable housing
- Network and market to unique shops (e.g. fashion centre)
- Identify issues regarding transit service from Edmonton to St. Albert
- Attend shopping centre trade shows
- Advocate to limit professionals to upper floors in the downtown
- Develop and implement specialty/niche markets, e.g.:
    - Fashion centre in downtown
    - Diversity in restaurant market
    - Arts and artisan shops
    - Health and personal care services
    - Automotive sector and RV sector
- Create community job board on website

Impacts to Success

- Competition in the regional marketplace, particularly West Edmonton Mall, power centres on 137 Avenue, etc.
- Availability of land for additional retail
- Availability of retail/service sector labour force
- Availability of housing for retail/service sector workers

NAICS CODE 54 – Professional, Scientific, Technical Services

This sector includes firms engaged in activities in which human capital is the major input (knowledge-based industry). It includes legal services, accounting, architectural, engineering management, scientific and technical consulting services, scientific research and development. – And is largely dependent on worker skills, requiring a university or college education in most cases

By adding a professional, scientific and technical services cluster, St. Albert could make best use of its educated workforce and serve northern Alberta resource development. This sector would also provide high-income jobs to St. Albert and introduce clean industry.

This sector is a good fit in St. Albert because we have

- A highly educated population
- Many professionals already living in St. Albert
- A market for professional services enhanced by upgraders in Sturgeon County and resource development in northern Alberta
- Quality of life factors that support this industry sector

Action Required

- Market to the professional, scientific community
- Develop contacts/liaisons with post secondary institutions
- Network with existing companies within Greater Edmonton Area
- Support initiatives to provide a stock of affordable housing
- Encourage the development of required infrastructure such as:
    - Fiber optics/high speed internet
    - Access to air service
    - Hotel accommodation
- Make properly zoned land available

- Research, recommend and promote ease of access to airport (shuttle, LRT, etc.)
- Identify and pursue appropriate office space development

Impacts to Success
- Lack of professional office space
- Lack of available land for development of office space

B. SECTOR REQUIRES SOME ATTENTION AND EFFORT

NAICS CODE 31-33 – Manufacturing

This sector includes firms engaged in the physical or chemical transformation of materials into new products. Related activities include parts assembly, blending or finishing materials with dying, heat-treating, plating and similar operations.

The manufacturing sector can be further subdivided into food manufacturing, beverage and tobacco products, clothing, wood products, chemical, plastics, computer and electronics, furniture, medical equipment, etc.
The sector offers potential for St. Albert in specific areas such as food production and processing (based on specialty farms in the immediate area), expansion of existing plastics manufacturing (Pro-Western Plastics), or the blending of products such as household chemicals produced by RW Packaging Ltd.

Opportunity may exist in preparing and packaging health supplements, organics or other niche market products. It may also exist for value-added processing, further refinement of forestry products, or developing machine shops to supply the upgraders and northern Alberta resource development.

This sector is a good fit in St. Albert because we have:
- Expanding Alberta economy and demand for products to support this growth
- Excellent transportation routes to markets (regional, national and international markets) including rail, road, and air service
- Proximity to manufacturing cluster in Greater Edmonton Region (opportunity for value-added manufacturing/processing)

Action Required
St. Albert needs to implement the following items in order to attract this industry to our City (see chart at the end of the document for sector requirements):
- Identify and promote land development with suitable zoning and parcel sizes
- Further identify and pursue suitable manufacturing opportunities
- Networking with existing manufacturers in the Greater Edmonton Region to identify gaps or value added opportunities
- Liaison with Canadian Manufacturers and Exporters Association
- Become actively involved in the evaluation of study areas
- Identify ways to be more attractive to the manufacturing industry (taxes, utilities, licenses, etc.)

Impacts to Success

- Limited availability of suitable land (parcel sizes/zoning)
- Limited availability of entry level (production line) workforce
- Lack of affordable housing

NAICS CODE 61 – Education Services

This sector includes organizations that provide instruction in a wide variety of contexts, such as schools, colleges, universities and training centres. They may be public or privately owned and either for profit or non-profit.

St. Albert has long desired a "knowledge campus" and has been noted for its quality education system. Opportunities in this category include expanding programming from NAIT, Athabasca University and potentially, Newman Theological College, etc. Private sector opportunities include tutoring, specialty training (ie: computer courses) and the training component within the Northern Alberta Business Incubator.

This sector is a good fit in St. Albert because we have:

- Existing services offered through Athabasca University (distance learning) and NAIT
- A highly educated population
- Access to a population of over 1.1 million in the Greater Edmonton Region
- Excellent transportation routes to St. Albert from within the region (to be enhanced with the construction of the northern leg of Anthony Henday Drive)

Action Required

- Develop close partnerships with Athabasca University and NAIT to enhance educational services in St. Albert
- Develop partnerships with other post secondary institutions to identify appropriate training opportunities
- Explore potential for a liberal arts or other specialty university
- Support initiatives to provide affordable housing

Impacts to Success

- Limited training spaces available
- Limited range of housing options for post-secondary students
- Retaining and attracting 20-30 age group – typical targets of educational/training programs
- Need for influence and support from the provincial and municipal governments

NAICS CODE 53 – Real Estate and Rental and Leasing

This sector includes firms that rent and lease tangible and intangible assets such as those that appraise, manage, buy, sell and rent real estate. It also includes rental and leasing services for automobiles, computers, industrial machinery and equipment, etc.

Two distinct possibilities may develop in St. Albert under this industry sector. One may involve expanding the equipment rental and leasing sector to supply contractors for the upgrader construction projects. An example of this would be United Rentals in St. Albert.

The other possibility involves managing real estate rentals and sales for commercial and industrial properties. This sector could be extended by approaching real estate investment companies to invest development in St. Albert.

This sector is a good fit in St. Albert because we have:

- Opportunity for development in annexed lands
- Presence within the Greater Edmonton Region
- A strong provincial and regional economy
- Proximity to upgrader developments in Sturgeon County
- An affluent community – potential investors may live in St. Albert

Action Required

- Timely processing, working with development industry to find potential successes for the City and developers – implement the applicable Business Friendly Recommendations
- Market "Business is RIGHT in St. Albert"
- Fast track timing of ASP and servicing lands in the newly annexed areas
- Analyze competitive knowledge and ensure information is provided to corporate decision makers
- Identify and promote land development with suitable zoning and parcel sizes
- Further identify investor groups (Banff Venture, REIT's) and become more actively involved with them.

Impacts to Success

- Limited availability of industrial/commercial land for development
- Reputation that the City is not easy to do busy with
- Community reputation of "residential" focus

NAICS CODE 51 – Information & Cultural Industries

This sector includes firms engaged in producing and distributing (except by wholesale and retail methods) information and cultural products. It also includes firms that transmit or distribute these products, or that provide equipment and expertise for processing data.

This sector includes publishing industries (except Internet), motion picture & sound recording industries, broadcasting (except Internet), telecommunications, data processing, hosting & related service and other information services.

This sector is a good fit for St. Albert because:

- It has an active arts, heritage and cultural community with significant municipal investment
- It has new recreation facilities

Action Required

- Continue investing in facilities and programs
- Promote and enlist the volunteer sector

Impacts to Success

- Requires continued investment in facilities/progress
- Competition in region for the entertainment dollar

Sector Analysis Data for St. Albert

B&TD reviewed each sector by high level NAICS code. The following table summarizes the analysis and demonstrates which sectors are a good fit for St. Albert. The high-level NAICs code is listed in parenthesis.

Industry Sector (NAICS)	Sector Requirements	St. Albert Advantage	St. Albert Disadvantage	Comments
Agricultural/Forestry/Fishing Hunting (11) ie: Blue Kettle Specialty Foods	Rural areas for large production Unskilled labor		Generally not compatible with St. Albert	Opportunity for value-added processing (food, forestry)
Mining/Quarrying (21)	Raw materials for extraction Large Land Parcels		Generally not compatible with St. Albert	Possible value-added opportunity as supply chain to primary industry and service
Utilities (22) ie: FortisAlberta	Raw materials (coal, gas, water, etc.)		Generally not compatible with St. Albert	Possible opportunity for supply chain (energy management, etc.) Parts/distribution, reseller service
Construction Trades (23) ie: Alberco, Standard General, Johnston Builder	Semi skilled labor Size of building dependant on the size of the company	Have large equipment yards in adjacent county lands Access to skilled (trades) labor Can accommodate head office, warehouse, etc. Existing construction cluster in St. Albert	Competitive labor force Requires equipment storage and prefabrication to occur outside St. Albert No zoning for storage of construction equipment or materials	Opportunity for engineering, drafting/design construction trades Work will likely occur throughout the region from St. Albert base operation
Manufacturing (31-33) ie: Pro Western Plastics	Variety of parcel sizes and zoning Good transportation (road, rail, and air - access to airport) Competitive business costs (land, taxes, utilities) Proximity to market Semi skilled labour	Excellent access to road, rail and air transportation Direct access to resource development in Northern Alberta Adjacent to Calgary/Edmonton corridor One million population in region	Limited land available Affordable housing for semi-skilled workers	Must be clean industry
Wholesale/Warehouse Distribution (41)	Large Land Parcels	Excellent access to road, rail	Limited land available	

Industry Sector (NAICS)	Sector Requirements	St. Albert Advantage	St. Albert Disadvantage	Comments
ie: HYTORC, Goodyear, Michelin	Good transportation (road, rail, and air - access to airport) Unskilled labor Competitive business costs (land, taxes, utilities)	and air transportation Proximity to CN Intermodal and access to Prince Rupert One million population in region Yellowhead and Highway 2, East/West, North/South	Limited unskilled workforce available	
Retail Trade (44-45) ie: St. Albert Centre, Wal-Mart, Holes	Population/consumers Ease of access/transportation Varying parcel sizes and locations (big-box to neighborhood) Unskilled labor	58,000+ population One million population in region	Limited commercial property today Commercial corridor in one strip, not dispersed on alternate roadways No affordable housing for staff earning retail sector wages Competition from Edmonton retail outlets	St. Albert has grown as a regional shopping centre. Trade Area Survey and Consumer survey to assist retail attraction efforts
Transportation and Warehousing (& Logistics) (48-49) ie: Connect Logistics (Liquor and Gaming)	Variety of land parcels Good transportation (road, rail, and air - access to airport) Semi skilled labor	Access to transportation (Yellowhead, Highway2, CN Intermodal, Port of Prince Rupert)	Limited land available Limited housing for staff Competition from Edmonton (170 St/184 St developments, Acheson Ind. Park)	With development of Prince Rupert, this sector offers great potential for the Edmonton region Provides sector incentives (Beaverbrook and Vaqwell)
Information and Cultural Industries (51) ie: MIG, ICT	Post secondary education for tech firms Highly skilled labor Quality of life expectations Air service access Quality business park with buildings for lease Infrastructure Cultural diversity and history	Skilled labor force High quality of life for workers Cultural diversity Investment in culture, history, arts, etc.	Limited lease buildings 1/2 hour to University 3/4 hour to Airport	Anthony Henday will provide improved access to airport

Industry Sector (NAICS)	Sector Requirements	St. Albert Advantage	St. Albert Disadvantage	Comments
Finance and Insurance (52) ie: Foundation Equity Investors, JDR Insurance, Wealth Management	Quality office space Semi skilled and skilled labor Access to customers Technology infrastructure	Semi skilled and skilled workers Cluster of similar businesses 58,000+ population Regional trade centre One million population in region Lease employer base for Senior staff from Edmonton region Quality of life for key personnel	Limited office space available	
Real Estate, Rental and Leasing (53) ie: WCM, NDI	Land for development Investment dollars Customer base (office, apartments, etc.)	Low vacancy rates for office/retail Low vacancy rates for residential retail Growing community	Limited land for development (residential and non residential) Development requirements more stringent Lease rates in St. Albert higher than regional competitors	Abundance of residential realtors, few local commercial/industrial realtors (dependent on larger Edmonton commercial/industrial real estate forums)
Professional, Scientific and Technical Services (54) ie: Municipal Solutions, NABI	Educated workforce Proximity to University May require investors (Angel Investors or Venture Competitors) Available land/buildings	High quality of life for workers Highly educated workforce Business incubator	Not in proximity commercial or research park Limited building/land for lease or sale	Growing sector Ability to serve upgraders and/or Northern Alberta resource development (engineers, technical advisors, specialty trades, etc.)
ie: Environmental Services	to be determined	Quality of life for key personnel Commitment to environment (Big Lake/Natural areas)		Developers proposing "green" eco-friendly business park development
Management of Companies and Enterprises (55)	Quantity of business and opportunity Office space (lease or own)	Business incubator Quality of life for key personnel	Limited space for new office (lease or own)	Good fit for home based business It is believed many company mangers/owners live in St.

Industry Sector (NAICS)	Sector Requirements	St. Albert Advantage	St. Albert Disadvantage	Comments
	Skilled labor Quality of life expectations	Skilled labor force		Albert but operate business elsewhere - opportunity to bring business home!
Administrative and Support, Waste Management & Remediation Services (56)	Unskilled labor (lower wages) Office space (lease or own) Critical mass of companies/offices			Many administrative positions vacant in the region - tight labor market; non-competitive wages
Back office (56) ie: Data centre for Banks, Call Centres, etc.	Office space (lease or own) Skilled and unskilled workforce Usually requires company owner/manager to live in community	Many company owners/managers reside in St. Albert Skilled labor force resides here	Limited available office/warehouse space	Opportunity to explore more business based on who lives in St. Albert
Educational Services (61) ie: Sylvan Learning Centre, NABI, 3 School Boards, NAIT, University of Athabasca	Population growth Families - K - Post Secondary age	Three school districts Post secondary satellite (NAIT/Athabasca University) Affluent population - highly educated Library Youth Centre Cyber School Storefront School Well recognized school system	Declining youth population	Potential for Liberal Arts University
Healthcare and Social Assistance (62) ie: Sturgeon Community Hospital, variety of holistic health	Skilled labor Growing population Facilities and Infrastructure	Existing healthcare cluster (hospital, extended care, senior housing) Growing senior population Existing preferred health services cluster Regional facilities	NIMBY (Social Assistance)	Health services provides growth opportunity as population ages and lives longer Good Infrastructure (facilities) in place
Tourism (71-72) *crosses over with Arts,	Events and attractions	Historical downtown	Requires municipal	To be addressed through the

Industry Sector (NAICS)	Sector Requirements	St. Albert Advantage	St. Albert Disadvantage	Comments
Entertainment, etc.	Hospitality services Unskilled workforce	Excellent recreation facilities Strong arts/cultural community DBA active organization Heritage sites	commitment	Tourism Master Plan Tourism is an economic generator which supports business growth Ability to leverage capital and operating funds
Accommodation and Food Services (72) ie: St. Albert Inn, Montana's, Swiss Chalet	Customers through business travel, festivals, events, etc. Zoning for additional/hotel/motel development	New recreation facilities Numerous festivals and events (Rodeo, Children's Fest, Farmer's Market, etc.) Regional trading Centre	No available sites and limited sites with suitable zoning High occupancy during weekends and low occupancy during week days Affordable housing Competition from Edmonton facilities	
Other Services (81) - Personal Services ie: Personal beauty services, spas, Cosmetic Surgery	Unskilled workforce Define category (hair care, drycleaner, etc.) Customer base Commercial stores and/or home based business	58,000+ population Regional trade centre One million population in region Trade Area Survey Consumer Survey	Limited housing for unskilled labor	
Public Administration (91)	Skilled labor Government offices (municipal, school, healthcare)	Existing cluster (City, 3 school boards, Sturgeon Community Hospital) Provincial building/Courthouse/RCMP	Limited to federal (provincial representation)	Growth potential (Competitive prices in Downtown Edmonton)

APPENDIX 'G'
FINANCIAL IMPLICATIONS

"TECHNICAL BACKGROUNDER"
RESEARCH SUMMARIES

APPENDIX G: FINANCIAL IMPLICATIONS

Economic development should not be viewed as an expense, but rather an investment in the community's future. Previous studies from the City's Finance dept. have indicated that by achieving the 80/20-assessment ratio, residential taxpayers would realize a 25% reduction on their household taxes.

The purpose of investing in B&TD operations is to grow and expand the local tax base, sharing the load among many payers. By being successful, B&TD will generate additional resources for the City of St. Albert.

The spread sheet supporting the information provided in the Figures 2 to 5 in the LTDP are to large a file to attach to this report. It is however available on request from Business & Tourism Development Department.

This section includes the detailed operating requirements for Business & Tourism Development as provided by financial services in consultation with B&TD department. They are as follows:

- Table 1: Business & Tourism Development - Operating Requirements - Long Term Department Plan

- Table 2: Business & Tourism Development - Capital Requirements - Long Term Department Plan

Table 1: Business & Tourism Development - Operating Requirements - Long Term Department Plan

Cost Centre	Description	FTE	Start Year	One-Time	Ongoing	2009	2010	2011	2012	Notes
2100	Marketing Coordinator	1.00	2009		Yes	72,500	72,500	72,500	72,500	Inflation for future years
	Graphic Design	0.25	2009		Yes	20,000	20,000	20,000	20,000	Inflation for future years
	Web Marketing	0.50	2009		Yes	33,750	33,750	33,750	33,750	Inflation for future years
	Junior BDO	1.00	2010		Yes	-	72,500	72,500	72,500	Inflation for future years
	Administrative Assist.	1.00	2009		Yes	58,500	58,500	58,500	58,500	Inflation for future years
	Increase Marketing Dollars	0.00	2009		Yes	25,000	50,000	50,000	50,000	Maintain @ $50K ongoing
	Trade Show Equipment	0.00	2009		Yes	10,000	1,000	1,000	1,000	Initial purchase, then annual costs
	Increase Development & Training	0.00	2009		Yes	1,000	2,000	3,000	4,000	Maintain @ $4K ongoing
	Increase Memberships	0.00	2009		Yes	2,000	2,000	2,000	2,000	Inflation for future years
	Marketing Audit	0.00	2009		Yes	15,000	-	-	15,000	Repeats every 3 years
	Cost of Growth Study	0.00	2009	Yes		15,000	-	-	-	One time
	Multiplier Effect Study	0.00	2009	Yes		15,000	-	-	-	One time
	Relocate Licensing	0.00	Need info							
Total for Cost Centre		3.75				267,750	312,250	313,250	329,250	

Cost Centre	Description	FTE	Start Year	One-Time	Ongoing	2009	2010	2011	2012	Notes
2110	Web Marketing	0.50	2009		Yes	33,750	33,750	33,750	33,750	Inflation for future years
	Marketing Coordinator	1.00	2010		Yes	-	72,500	72,500	72,500	Inflation for future years
	Sports Commissioner	1.00	2011		Yes	-	-	72,500	72,500	Inflation for future years
	Increase Marketing Dollars	0.00	2009		Yes	25,000	50,000	75,000	75,000	Maintain @ $75K ongoing
	River Revitalization Study	0.00	2009	Yes		100,000	-	-	-	One time
Total for Cost Centre		2.50				158,750	156,250	253,750	253,750	

Cost Centre	Description	FTE	Start Year	One-Time	Ongoing	2009	2010	2011	2012	Notes
5130	Business Licensing	0.50	2010		Yes	-	37,500	37,500	37,500	Inflation for future years
	Business Licensing	0.50	2012		Yes	-	-	-	30,000	Inflation for future years
	Operating Costs for New Vehicle	0.00	2011		Yes	-	-	11,000	11,000	Inflation for future years
	Handheld License App. Device	0.00	Need info							
Total for Cost Centre		1.00				-	37,500	48,500	78,500	
Grand Total Business Cases		7.25				426,500	506,000	615,500	661,500	

Table 2: Business & Tourism Development - Capital Requirements - Long Term Department Plan

10 Year Municipal Plan - Funded	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
North Entrance Signage			100,000	100,000							
Sub Total Funded	-	-	100,000	100,000	-	-	-	-	-	-	-
10 Year Municipal Plan - Unfunded											
Community Signage	30,000	100,000									
Sub Total Unfunded	30,000	100,000	-	-	-	-	-	-	-	-	-
New Additions from BTD -											
Renovations to City Hall - Cultural Centre						15,000,000					
Downtown Signage/Banners - Entrance Feature			125,000								
Downtown Signage/Banners - Entrance Feature				25,000	25,000	25,000					
River Revitalization - Capital Improvements	Need Information										
Nature Interpretive Centre	Need Information										
Sub Total New	-	-	125,000	25,000	25,000	15,025,000	-	-	-	-	-
Grand Total Business & Tourism Development	30,000	100,000	225,000	125,000	25,000	15,025,000	-	-	-	-	-

APPENDIX 'H'
PROCESS

"TECHNICAL BACKGROUNDER"
RESEARCH SUMMARIES

APPENDIX 'H'
PROCESS

"TECHNICAL BACKGROUNDER"
RESEARCH SUMMARIES

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APPENDIX H: PROCESS

Hundreds of hours have been put into the development of the Long Term Department Plan. Throughout the process, the Manager of Corporate Planning and various other civic departments have supported Business & Tourism Development. Although this rigorous review has taken time, through out this process quick wins have been identified and completed.

Keeping the community focused on the most important priorities over the long term is challenging. Often, the most important priorities are big, tough initiatives that can seem insurmountable. It becomes tempting to focus on quick, visible community wins.

Economic development is a dynamic art that needs to be flexible enough to respond to market conditions, however, it also needs to be focused towards outcomes.

With over 60 years of combined economic development experience within this office, B&TD staff provided input and ideas into the Long Term Department Plan through a variety of facets:

- Used their involvement in provincial and national economic development associations, trends and assumptions developed with regional knowledge
- Participation on regional boards and committees
- Two years of research (hundreds of publications and best practices – bibliography developed for two bankers boxes of research and materials/publications gathered over the last 25 years
- Used contacts developed within the economic development profession for information, best practices, etc.
- One year in department meetings (facilitated by Jennifer Jennax) to develop the LTDP
- Phone survey of 15 municipalities chosen because of size, best practice or their location adjacent to a major urban centre
- Research and analysis of site selection factors, how these factors influenced industry sectors (NAICS), analysis of the St. Albert advantage/disadvantage by industry sector
- Review of existing City planning documents including Municipal Development Plan (MDP) Economic Development Master Plan, Tourism Master Plan, etc to ensure compatibility/compliance
- Review previous studies on St. Albert Economic Development (1989, 1998, etc)
- Review previous economic development studies (Marketing Communication Audit (2000, 2004), Marketing Plan, etc

Guiding Principles

- Adopt best practices
- Respect importance of diverse interests and how they help shape the future economic health of the community
- Focus on clean industry that will compliment, not compromise the high quality of life enjoyed in St. Albert

- Provide superior customer service, effectively respond to inquiries, opportunities and issues that impact the community
- St. Albert has the will and resources to maintain itself economically, environmentally and socially
- Continue creation of a positive attitude about the community
- Business friendly
- Integrate with and add to long term direction (Municipal Development Plan, Master Plan, Vision, Mission and values)
- Effective and inclusive participation, representation and leadership
- Continuous improvement

The Long Term Department Plan provides direction and action steps for the department over the next ten years to achieve the goal and objectives outlined within the City of St. Albert Economic Development Master Plan.

- Focus on current and future department activities/resources
- Provide specific measurable goals within identified time frame
- Integrates with and adds to the City's corporate planning framework
- Each function is a building block essential to the whole of the Long Term Department Plan

Economic development initiatives will address the City's current reliance on the residential tax base and will strive to create a more balanced blend of business, industry and residential tax base. This will ensure one sector is not unduly burdened with municipal costs.

Community Building

Community building is both an art and a science requiring innovation and balance. The creation of a vibrant business community is essential to balance our current over reliance on a residential tax base to meet our quality of life expectations. It requires dexterity to encourage future economic development that enhances and adds to our overall quality of life.

Economic development activities should be viewed as an investment for the future. Projects developed today will pay long-term dividends for generations to come.

Economic development is not a means to an end, but an essential process – dedicated to the success of St. Albert citizens and community as a whole.

- Fostering and nurturing a vibrant city that effectively serves the needs and priorities of its residents is a fundamental requirement of civic government. A sustainable, diversified economic base provides the resources needed to achieve this.
- Economic development is not an isolated discipline but a field that crosses many aspects of public and private civic life. Various stakeholders can impact the effectiveness of any economic development strategy.
- Creating and fostering a community's economic health is a holistic challenge that requires integrated partnerships between various civic departments, public institutions and private sectors committed to look beyond individual interests to the greater good.

The City of St. Albert is not the only partner that contributes to economic success of the community. As civic departments need to work together, so do community stakeholder organizations (St. Albert Chamber of Commerce, Northern Alberta Business Incubator, St. Albert Economic Development Advisory Committee, Arts & Heritage Foundation, etc.). While each may have an individual mandate or vision, an integrated approach will strengthen the overall impact on the economic prosperity for the City.

A strong, diversified business sector will contribute to St. Albert's long-term sustainability as an autonomous community as well as enhance the goals and services and the support of community organizations. The current reliance on the residential tax base increases the challenge to maintain a sustainable community on the short term and is very difficult to sustain over the long term.

2000 – 2004 Priorities/Plans

Revised Strategic Priority	Strategic Priority Ideas	Business Tactic
To foster growth of existing business.	• Develop a systematic program to build relationships with prospective businesses, fully utilizing personal contact and issues management approaches. • Develop a systematic program specifically designed to issue management approaches and retain businesses, fully utilizing personal contact.	• Focus efforts on businesses that have low space requirements per employee. • Utilize and support partnership with NABI • Work with Athabasca University's Centre for Innovative Management and City school boards to support the development of relevant educational programs within the City of St. Albert.
To attract/nurture new businesses in targeted sectors.	• Focus on becoming Center of Excellence for technology niche. • **Proceed with the development of the techno-urban village, building on the work of the Continuous Learning Celebration Society.** • Work with and link to current high tech businesses located in St. Albert to nurture their growth and use their expertise in attracting like-businesses, and provide mentoring programs.	• Develop Ambassador Program. • Identify and target select industries that offer quality employment opportunities. • **Leverage cultural and environmental richness, including heritage and natural attractiveness.** • Seek one or more anchor business around which other businesses of a complementary nature would evolve. • Work in collaboration with Federal and Provincial governments and the Greater Edmonton competitiveness

		Strategy. • Partner with Athabasca University and other post-secondary educational institutions and local school boards to develop the high tech capacity of the work force. • Develop a fully functional high-tech hardware and software capability belonging to the City of St. Albert to enable marketing efforts that are relevant to this sector and demonstrate the City's commitment to and readiness to accommodate this sector. • Use technology for communicating where appropriate.

Revised Strategic Priority	Strategic Priority Ideas	Business Tactic
To develop the infrastructure needed to support incremental business and residential growth.	• Identify, fully explore, and aggressively pursue all possible partnership opportunities to develop the necessary infrastructure, and to attract and retain businesses. • Work with private sector vendors to encourage development of the required information technology infrastructure. • Develop strategic alliances with financial institutions to encourage development of appropriate financing supports in the community for its businesses. • Identify sources of venture capital and develop a system to promote entrepreneurial opportunities to St. Albert or external venture capital investors.	• Work with developers to encourage availability of appropriate lease space to meet the needs of growing existing businesses and attract new businesses. • Clarify existing infrastructure requirements of existing businesses, the software/multi-media sector and other target industries. • Develop a servicing plan for industrial/commercial lands to accommodate prospective target businesses. • Work with volunteer and not-for-profit sector to build capacity for economic and related community development activities.
To ensure the City remains competitive in targeted business and residential attraction markets.	• Ensure that the City's non-residential tax and fee structure is competitive within the Alberta Capital Region. • Strive to develop the most effective and efficient development approval and business licensing processes in the province, and in	• In addition to the specific partnership strategies identified, take full advantage of sub-regional partnership opportunities, e.g., West Sturgeon Working Group

	doing so, seek input from the business community in developing policy and procedures. • Explore possible opportunities to partner with current one-window initiatives for business development in progress at the provincial and regional levels. • Develop one-window access to municipal services required by businesses and a "case management" approach, involving a single point of contact for each development project.	including a heritage/culture tourism corridor, Metro Edmonton Economic Development Team and Economic Development Edmonton. • Conduct an in-depth study of incentive programs being used elsewhere, and make recommendations on such programs for St. Albert. • Define the St. Albert Advantage with respect to targeted industries, i.e., St. Albert's quality of life including its recreational, cultural and heritage richness. • Define "customer service" as it relates to interfaces with businesses and provide appropriate training for City staff. • Develop processes and tools to communicate the City's requirements to current and prospective business.

Quick Win Action Plan

The Business and Tourism Development (B&TD) Long Term Department Plan working team identified the following items as quick win opportunities. Quick wins are improvements that can be made in a short time frame, the Director of B&TD can approve the change, and it costs less than $10,000 to implement.

Function	Opportunity	Responsible	Due Date	Notes
Business Attraction	Create satellite tourism centers	Joan	March 31, 2007	Created 2 satellite tourism centres at Servus Place
Business Attraction	Create new "New Resident" package	Joan	March 31, 2007	Done
Business Attraction	Work with upgraders to see where St. Albert can fit in and what services we could provide Start the process by scheduling meeting with upgraders and start	Bruce	March 31, 2007	Ongoing One meeting with a supplier for bussing ACRA meeting Buyer/seller forum

Function	Opportunity	Responsible	Due Date	Notes
	analysis of what companies typically spring up around them			
Business Retention	Improve advertising on what we do so businesses know Business breakfast Ads Chamber of Commerce	Larry	February 28, 2007	Done
Business Retention	Increase Business Visitation program to hit or exceed targets (25 per year) Do even if someone on Council is not available Book the appointments and send calendar to Council if any are available Circulate notes to Council Follow up with other departments	Larry	February 28, 2007	Completed 15 Business Visitations in 2007
Business Retention	Conduct exit interviews Design the process	Bob	March 31, 2007	In progress
Business Licensing	Continue personal contact but add in the Business Visitation	Bob C.	March 31, 2007	
Joan D.	Improve advertising on what we do so businesses know Include in license renewal	Joan D.	February 28, 2007	Ad in Citylights
Land Development and Sales	Work with developers to help them market St. Albert (once we have the RFP)	Bruce	June 30, 2007	
Tourism	Complete the Tourism Strategy Get approved by Council	Joan	May 31, 2007	Approved by Council
Tourism	Improve tourism specific signage and replace Information Centre billboard	Joan	June 30, 2007	
Tourism	Initiate 3 events for 2007	Joan	February 28, 2007	Started
Marketing, Networking and Special Projects	PCs upgraded to support multimedia programs	IT	March 31, 2007	In progress
Marketing, Networking and Special Projects	Upgrade phone system	IT	March 31, 2007	In progress
Marketing, Networking and Special Projects	Kick off Rebranding the department Hold an Open House (summer)	Larry	February 28, 2007	Breakfast - Done
Marketing, Networking and Special	Annual Business Breakfast	Larry	February 28, 2007	Done

Function	Opportunity	Responsible	Due Date	Notes
Projects				
Marketing, Networking and Special Projects	Improve Website to meet our marketing needs by June 2007	IT	June 30, 2007	
Marketing, Networking and Special Projects	Exit interviews for the development process Implement the process	Bob T.	February 28, 2007	In progress
Marketing, Networking and Special Projects	Enhance partnering opportunities with West Central Community Futures	Bob	March 31, 2007	In progress Meeting in April with the Deputy Minister
Competitive Knowledge	Identify and follow analysis of information - ie: "Here's what it means to St. Albert"	Bob & Bruce	February 28, 2007	Doing Business Buzz twice per month and will add to it
Competitive Knowledge	Share the information internally and with business community Internal Report - Business Buzz	Bob	March 31, 2007	Internal first to test it; June external
Administration	Save everything on the P:	Susannah	February 28, 2007	In progress
Administration	Request to purchase another colour printer (lower grade for Graphic Designer) Research options, savings, etc. Request	Susannah & Leanne Larry	February 28, 2007 February 28, 2007	Done In progress

SWOT Analysis

Business & Tourism Development Long Term Department Plan working team identified the following Strengths, Weaknesses, Opportunities and Threats (SWOT).

INTERNAL QUALITIES	
Strengths	Weaknesses
We have well educated, well trained, knowledgeable staff: High level of knowledge of the community and region Complimentary skills and personalities Staff are positive and willing	**We need to improve our skills and capabilities:** Marketing capability Succession planning – all of our staff are "almost" the same age Ability to proceed with infrastructure development in a timely fashion
We have solid partnerships: Share space with the Chamber of Commerce and accessibility of other businesses Strong relationships and involvement with regional economic development partners Have groups that are strong advocates for us	**We need to work together better:** We are perceived as not a team player Our credibility and the understanding of what we do by the rest of the corporation is poor The City works in silos We are known as a catch all department

INTERNAL QUALITIES	
Strengths	Weaknesses
We are involved with the community SAEDAC Chamber of Commerce NABI DBA	
We have a good reputation: High credibility with business community Reputation for residential quality of life We enhance the City's credibility by offering excellent customer service	**Our resources are limited:** Human resources Equipment Space Tools
Our work is of a high level of quality: Our products are focused, strategic and well designed Implement "leading" practices (ie: neighbourhood profiles) We deliver on promises Business counseling and marketing Customer is important Always leave with an answer Customer service is important	**Impacts that are external to our department but weaken our ability to meet our vision:** Housing affordability Taxation levels No Post-Secondary services Land, land, land Not enough zoning to accommodate broader target industries
Our staff, products and services are recognized: Nationally recognized staff, products and services Marketing awards 7 of the last 8 years EDO of Alberta President Award National Scholarships	**Our physical set up is unfavorable:** Our operations are split between two locations We are a storefront operation We are not located in City Hall

EXTERNAL IMPACTS	
Opportunities	Threats
We have great development opportunities available: Private sector development interest vs. only City investment Anthony Henday Connection Ray Gibbon Drive Transportation Access Commercial opportunities Alberta's strong economy Annexation Riel South having a motivated developer High demand for industrial/commercial land	**Lack of resources to take advantage of economic boom:** Land Missed cluster developing (Timing) Availability of labour
There are strong opportunities for sectors to develop: Strong economy results in increased discretionary dollars to spend on tourism	**Regional climate is changing:** Regional planning Regional economic development Amalgamation with Edmonton

EXTERNAL IMPACTS	
Opportunities	Threats
Hot resource development industry Forestry Energy Tourism Transportation Emergence of new sectors Environment E-Commerce "Green" development (Okotoks)	Provincial government interference Competition for business from other jurisdictions
There are excellent funding opportunities available: From federal government for environmental initiatives Government emphasis on rural development and sustainability Funding opportunities with rural partners	**Costs are escalating:** Inflation Price of Oil
There are greater opportunities to partner: Sub region alliances/partnerships Regional planning	**If other areas develop faster than St. Albert then we may lose the opportunity:** Commercial/Industrial development such as expansion of 137 Avenue/Messier Drive Anthony Henday NW completed last
Better resources are available: Technology supporting marketing St. Albert has an educated work force	**Federal policies may hurt development in Alberta:** NEP

Terms of Reference for the Long Term Departmental Plan
December 6, 2006
Project Summary

Project Sponsor	Bill Holtby, City Manager
Steering Committee	SLT
Project Manager	Larry Horncastle, Director, Economic Development and Tourism
Project Team	Larry Horncastle Joan Barber Bruce Randall Laurie Sekulich Bob Stoyand Michelle Sware Bob Cleland Joan Duplessis
Project Support	Bob Treidler (Corporate Strategy and Business Mgmt) Jennifer Jennax (Corporate Strategy and Business Mgmt) Joel DeBlock (Business Analysis) Human Resources

Stakeholder Groups	Internal stakeholders - Economic Dev. touches on most internal departments (ie: Legal, Corp. Comm., Finance, Engineering, P.W, Recreation, Planning etc.) External stakeholders (i.e. SAEDAC, Chamber of Commerce, Riel Business Assoc., GEGT, ERTG, DBA, NABI, SEE St. Albert)
Objectives	To identify Economic Development's current state, service levels/targets, performance measures/outcomes, opportunities, challenges, and resources required to achieve an affordable vision (10-15 year view) consistent with overall corporate direction, and consistent with the 5 objectives in the ED&T Master Plan.
Timing	• SLT approval of terms of reference (December 2006) • Initial research and background (throughout 2006) • Formally commence analysis and planning (December 2006) • Council approval (May 2007)
Deliverable(s)	• Comprehensive LTDP for Economic Development • Concise LTDP for SLT and Council

Long Term Departmental Planning

The City of St. Albert is committed to preparing a Long Term Departmental Plan (LTDP) for its operations and services that is aligned with MDP, Land Use Bylaw, and other Municipal plans and legislation. Departments use their LTDP to help them meet their vision by identifying the service levels or targets they should meet and what level of resources they will require to meet these service levels as the population increases and demographics change.

Economic Development and Tourism created an Economic Development Master Plan in 2004. We will use the information collected and compiled for this master plan when we develop the LTDP.

Objectives

The objective of the LTDP is to meet the five objectives in the Economic Development Master Plan. For each objective, the team will need to:

- Identify required service levels, policies and standards
- Identify required staffing/skill sets
- Identify required equipment and resources
- Identify financial cost and implications
- Address attraction and retention of staff

Inputs

Economic Development and Tourism will use the following key corporate documents as a basis for their LTDP:

- Council's Vision, Mission, Values and Outcome Goals

- Council's Priorities
- Legislation, standards and policies including the Municipal Government Act
- City of St. Albert Municipal Development Plan
- Relevant Master Plans (Economic Development, Infrastructure Review, Utility and Transportation Master Plans)
- Marketing Communication Audit 2000 and 2004
- Other Departments' LTDPs (Public Works, Police, Fire, Transit, etc.)
- Long Term Financial Plan
- 10 Year Capital Plan
- Land Use Bylaw
- Community Tourism Strategy
- Signage Master Plan
- Business Friendly Review
- Parks and Open Spaces Plan
- Engineering Standards
- Red Willow Park Master Plan
- Heritage Sites Master Plan
- ERTG Business Plan
- GEGT Regional Marketing Plan
- GEGT Terms of Reference

Approach

In order to undertake this review, the team will conduct fact-based analysis, stakeholder engagement and communication throughout. ***It is critical to note that throughout the review we will identify, implement and communicate quick wins and success to the appropriate stakeholders.*** The specific work steps are as follows.

Step 1: Develop and approve project terms of reference (December 2006)

Objective

- Develop clear project terms of reference and secure support of steering committee and SLT
- Key steps and timing
- Develop project terms of reference
- Review with project steering committee
- Revise and finalize terms of reference
- Communicate approved terms of reference to SLT for approval
- Hold a kick off meeting with the project team

Step 2: Preliminary research and compilation (September 1 – January 31, 2007)

Objective

- Gain an understanding of the nature and content of available information that we can use in the project and start compiling this information

Key steps

- Develop Assumptions
- Define Core Functions
- Assemble all available related documentation through interviews and data collection
- Start collecting and compiling departmental statistics and data (reports and interviews)

- Start collecting relevant legislation, policies and corporate plans (documents and interviews)
- Start collecting benchmarks, standards and external practices (including opportunities for alternative service delivery and customer service standards/programs)
- Conduct preliminary environmental scanning
- Review, categorize and summarize documentation
- Develop list of interview questions and further information requirements that we will use later in the review for benchmarking

Step 3: Define current state (December 2006)

Objective

- Document the current state of Economic Development and Tourism

Key steps

- Clarify the scope and purpose for each function
- Define the mandate for Economic Development and Tourism
- Map each function to overall goals in the MDP, Master Plan, Council Outcome Goals and Council Priorities

Step 4: Develop statement of scope for LTDP (January 1 - 31, 2007)

Objective

- Select the areas for comprehensive analysis and planning which will have the most significant affect on the City, Council, residents and other stakeholders

Key steps

- Review all key areas and decide if they should all be included in the LTDP or not. If not, then:
- Confirm criteria for selecting focus areas
- Prioritize and select areas for analysis and planning
- Review with project steering committee
- Revise and finalize scope
- Communicate revised scope to SLT and Council for their approval

Step 5: Study Phase (January 1 – Mar 31, 2007)

Objective

- Develop LTDP for ED&T

Key steps

- Clarify the vision for the LTDP
- Using all of the compiled inputs, develop the LTDP
- Obtain feedback and/or input from select stakeholder groups (i.e. Chamber of Commerce, SAEDAC)
- Conduct periodic review with Steering Committee and SLT as appropriate
- Present draft LTDP to Steering Committee for feedback
- Incorporate feedback and provide to SLT for approval
- Incorporate SLT feedback

Step 6: Secure Council approval for LTDP (April 1 – June 30, 2007)

Objective

- Secure Council Approval of LTDP

Key steps

- Complete comprehensive LTDP for Economic Development and Tourism
- Complete concise LTDP for SLT
- Complete concise LTDP for Council
- Develop communication strategy for rollout of LTDP

Project Timelines

Work Step	Sep 06	Oct 06	Nov 06	Dec 06	Jan 07	Feb 07	Mar 07	Apr 07	May 07	June 07
1. Develop and approve project terms of reference										
2. Preliminary research and compilation										
3.Define current state										
4. Develop statement of scope										
5. Study phase										
6. Secure Council approval										

Scope and Assumptions

The scope will consider all activities, functions and stakeholders that are involved in the City of St. Albert's Economic Development and Tourism Department. The team will prioritize some of areas if there are too many to create an effective LTDP. Otherwise, all areas of the department will be included in the review. If prioritization is used, the team will use the following criteria:

- Financial impact or magnitude
- External impact (community groups, residents, City departments, business, etc.)
- Service drivers
- Public perception
- Operational issues or impacts
- Opportunities or "low hanging fruit"
- Legislative or statutory requirements or impacts

Assumptions

In order to create the LTDP, the team makes the following assumptions:

1. The City is working towards a target of 80/20 assessment, requiring:
    a. Serviced non-residential land be available
    b. The City to actively facilitate industrial and commercial land development

2. Annexation decision by May 2007

3. 1.5 - 2% annual population growth

4. Adequate resources (financial and HR support)

5. The City will have a unified collaborative vision for the community that is clearly expressed within the MDP

6. City of St. Albert remain an independent sustainable municipality as described by the MDP

7. Will remain active in regional partnership

8. Anthony Henday entirely completed by 2015/St. Albert leg completed by 2012.

9. Taxes, fees, and policies remain regionally competitive (Business Friendly)

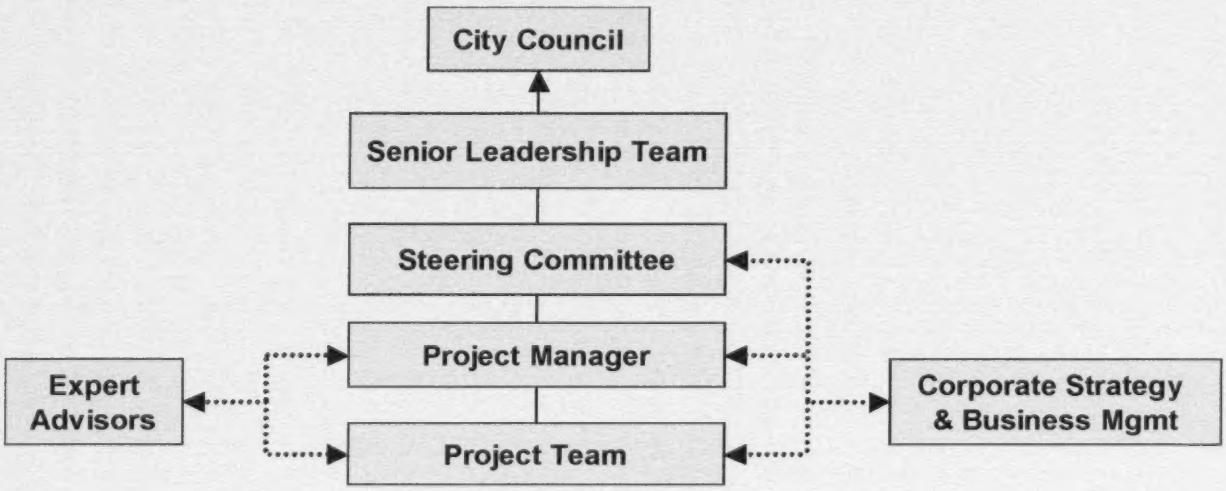
10. Range of housing stock in the city

11. Planned and announced upgrader projects in Sturgeon County will proceed as planned

12. WRR complete to Villeneuve by 2010

13. St. Albert's portion of the Lois Hole Provincial Park will be complete by 2015

Team and Project Structure



The Steering Committee will:

- Review and approve the terms of reference, project scope, LTDP and any other items brought forward by the project team
- Provide guidance and timely feedback on the various review outputs
- Ensure that resources are in place (financial and human) to ensure that the project meets the expected timelines.

- Ensure that the project is assigned the appropriate level of priority and encourage and support project team members by providing adequate time to complete project tasks
- Provide the required leadership and encouragement to Economic Development and Tourism staff so they will support the project team

Deliverables

The deliverables for this review will include:

- Comprehensive LTDP for Economic Development and Tourism
- Concise LTDP for SLT and Council

Municipality	Other
	They have been working industry trade shows, the oil and gas ones, for the last few years. They have hired a contractor to walk the shows and talk about the Fort, the opportunities, and then provide them with a database of contacts. They keep those people on our e-newsletter list and later this year when they hope to have some medium industrial land on the market, some of them will be in a position to seriously look at moving into the community
Strathcona County	Strong emphasis of website - GIS used extensively on site, property locator, simplified site so it works with an older computer, in house website/graphics person. Economic development professionals PNEDC partnerships are provincial, national, international. Shares best practices in economic development
Swift Current	Strike while the iron is hot! Because they are a smaller community it is easier for them to fastrack an initiative, but they try to be as efficient as possible. They work extremely close with finance and planning departments. It is difficult to have efficient economic development without daily contact with finance and planning and engineering depts. Should be close to City Manager in organizational structure. Doubled in population from 2001-2006. Average age of resident is actually getting younger from 39 to 34 this year.
Milton	
Brandon	Brandon has made several attempts to develop an Economic Development Strategic Plan. While the info gleaned from the process has been valuable it seems the greatest struggle has been moving the planning process into an implementation plan. What has happened more often then not is the info gained through community consultation, industry interviews, etc. does not make its way to a full fledged implementation plan, rather it is used piece by piece to move forward. The other lesson learned is that while it is important to engage the community, at the end of the day our office has to champion the implementation steps as we tend to expend a great deal of time and energy motivating and managing committees rather than doing what truly needs to be done to achieve the established goals.
Regional District of Central Okanagan	Their Agricultural Support Officer identifies needs specific to the agricultural industry, develops action plans to meet those needs, and meets with local and provincial government officials to represent the industry. Their Foreign Skilled Worker Coordinator develops relationships with local businesses and facilitates immigration processes in order to fill labour shortages
City of Charlottetown	They work with a lot of different groups: Federal government through funding, Chamber of Commerce, Tourism Charlottetown, CABC, Charlottetown Waterfront, etc.

APPENDIX 'I'
BIBILIOGRAPHY

"TECHNICAL BACKGROUNDER"
RESEARCH SUMMARIES

APPENDIX I: BIBILIOGRAPHY

The Bibliography is divided into various sections:

- History
- Best Practices
- Overview, Trends and Assumptions
- Core Functions
- Organization

Over the past two years, numerous publications and websites were reviewed to gather information to support, enhance or improve the Long Term Development Plan process. A total of 246 publications were reviewed.

History		
Title	**Date**	**Details**
Economic Development & Tourism 2006 Work Plan	18-Jan-06	Department work plan for 2006 with eight priority sections
City of St.Albert Economic Development Master Plan 2004-2024	05-Jul-04	Economic Development goal and five objectives for St.Albert Economic Future
SAEDAC Workshop to develop Master Plan		Initial mission and goal brainstorming for Master Plan
Roles and Responsibilities for Objectives, Implementation and Considerations	05-Sep-03	Strategic priorities, roles, responsibilities, and resources
Maximize Business Growth	25-Jun-05	Internal discussion on paper on maximizing business growth in St.Albert
Marketing Communications Strategy and Plan	08-Mar-01	
Good Times Roll	28-Jun-05	Various newspaper articles on Alberta Economy
Draft Business Plan for Economic Development & Tourism Strategic Initiatives		Economic Development Department strategic initiatives and action steps
Location is Key	20-Jun-05	Newspaper articles on upscale business parks
Economic Development & Tourism Focus	18-Jan-02	Economic Development priorities and recommendations including office location for 2002
City of Edmonton - Industrial Land Strategy Demand Study Final Report	30-Jun-00	Industrial land demands study for various industry sectors such as plastics, food and beverage, electronics, transportation and warehousing etc.
St.Albert - Growth Prospects Revisited	03-Oct-85	Presentation by the City Manager on St.Albert growth prospects, implementation strategies and conclusions
Call to Action Committee Update Meeting Memo	05-Oct-98	Minutes from St.Albert Call to Action Committee including actions for business attraction and supporting and communications
Economic Development and Tourism Strategic Priority	18-Jun-05	Economic Development and Tourism Strategic Priority for 1996
Industrial/Business Survey of St.Albert's Campbell and Riel Business Parks	01-Jul-89	Results of a survey of businesses in Riel and Campbell business parks including employment and growth forecasts
History of Commercial Development in St.Albert		History of Commercial Development in St.Albert
1998-2001 New Resident Surveys	21-Oct-99	Summary of New Resident Survey. Where did you hear about St.Albert? What motivated you to move? What attracted you to St.Albert? Advantages? Disadvantages?
Business Plan	24-Jun-05	Economic Development & Tourism Business Plan
City needs smart growth	14-Nov-01	Newspaper article on how St.Albert needs smart growth
Executive Book Summaries	01-Nov-02	Executive summary on implementing change in an organization
Sirolli Institute - International Enterprise Facilitation Inc.	25-Jun-05	Article on civic economy and importance of developing entrepreneurship
Profiling For Enterprise Attraction Initiatives Draft Report	30-Apr-02	Draft Report on Greater Edmonton competitiveness strategy and cost of doing business in the Edmonton region for targeted sector

Area Development Site and Facility Planning	24-Jun-05	Corporate Survey of US companies plans for growing, relocating, etc. CONTAINS KEY SITE SELECTION FACTORS
Economic Development & Tourism Community Survey		Economic Development & Tourism Community Survey including information centre stats providing timely information, programs to encourage business growth, conclusions and observations
Strategic Planning Discussion Sessions Common Threads		Meeting notes for interviews with city administration regarding strategic priority of Economic Development & Tourism discussing the need for ED&T to become even more of a stand alone entity
Business Tax & Licensing Review		Presentation to the City Council on changes to business tax and creation of Business Licensing in St.Albert
City of St.Albert Greater Edmonton Home Builders Association Annual Civic Dinner	09-May-02	Presentation by the Greater Edmonton Home Builders Association to City Council on a vision for St.Albert, Year 2020
Metropolitan Edmonton Regional Economic Linkages Study	13-Apr-92	City of St.Albert submission regarding regional linkages including Economic Development objectives, potential areas of cooperation with other municipalities, economic interdependence, regional coordination issues, etc.
Greater Edmonton's Economic Outlook 2007	29-Jun-05	
Heavy Industry	11-Mar-06	Sturgeon County upgraders, contacts and Economic impacts
Edmonton Journal - Harper Tackles Asian Rifts	19-Nov-06	Impact of explosive growth in 2011
Strong small businesses produce strong communities	28-Jun-05	Strong small businesses produce strong communities
City of St. Albert Corporate Planning Assumptions (2007-2009)	28-Jun-05	City of St. Albert planning assumptions 2007-2009
Single Detached Housing Stats - First Quarter of 2006	09-May-06	Single Detached Housing Stats - First Quarter of 2006
City of Edmonton - Monthly Economic Review	01-May-06	Edmonton Socio economic outlook 2006-2011 including housing market, migration in/out, residential land development by area, housing stats and resale value
Email from Curtis Cundy	09-Jun-06	Memo from Planning & Development outlining industrial land supply in St. Albert, existing business park land, absorption rates
Press release from Northern Lights Upgraders	21-Dec-05	Press release from Northern Lights Upgraders
City of St. Albert Council Priorities	01-Mar-06	Council Priorities 2006
Marketing Communications Audit		Key findings, recommendations and progress report on previous Marketing Reports including St. Albert
Plan for mega oilsands deal needed now	Various	Newspaper articles on oilsands development and regional planning
SAEDAC Speaking Notes	28-Jun-05	SAEDAC presentation to City Council
Email from Joan Barber	23-Jan-06	Tourism stats background
City Council Minutes	17-Jul-06	Minutes of Council meeting regarding MDP update, annexation, land sales, terminal reference
Business Directory Searches by Date	2004-2006	Statistical report from albertafirst.com on searches of business directory
Email from Bob Stoyand	19-May-05	Definition of technology as it relates to technology clusters

Action Plan	2001-2006	Economic Development & Tourism 2001-2006 Action Plan
Economic Development & Tourism "The Long and Winding Road"	25-Jun-05	Economic Development & Tourism Strategic plan, priorities and recommendation
Reflections From: Economic Development & Tourism		Reflections from ED&T that speaks to St. Albert Advantages best use of resources and recommendations
Repositioning Park and Recreation Departments as Central Contributors to Economic Development		Research paper repositioning park and recreation department to central contributors to economic development
St. Albert Economic Development Advisory Committee	01-Sep-00	SAEDAC Draft Strategic Plan
The Future of Any Community Lies in the Dreams and Aspirations of its People		Strategic planning for successful economic development research paper
Economic Development America - Regionalism: Maximizing Effective Partnerships for ED	Spring 2004	Economic Development America - Regionalism: Maximizing Effective Partnerships for Economic Development
Letter to Mayor R. H. Plain PhD (Econ) and Members of St. Albert City Council	15-Apr-02	2002 Economic Development Annual Report
City of Fort Saskatchewan - Fort Advantage	01-Sep-06	Fort Saskatchewan Satisfaction Survey
Council Strategy Mission, Vision, Values	11-May-06	St. Albert City Council vision, mission, values, outcome and goals
Ministry of Economic Development Draft Business Plan	09-Jan-04	Alberta Economic Development Draft Business Plan 2004-2007
City of St. Albert City Council Planning Retreat	21-Apr-06	City of St. Albert City Council Planning Retreat - Leadership Team Presentation
City of St. Albert 2004-2005 Work Plan by department	26-Jun-05	City of St. Albert 2004-2005 Work Plan by department
Economic Development Strategic Planning	2004-2005	Economic Development Strategic Plan approximately 2004-2005
SAEDAC Visioning Session - Summary and Next Steps	24-Jun-05	SAEDAC Workshop visioning session with Dagny partnership Vision
Draft Long Tem Planning Process and Milestones	09-Jun-03	Corporate planning 2003
Empowering Economic Development Data using Web-GIS	05-Mar-06	Economic Development Journal article on compiling economic data using Web-GIS
Strategic Plan (Draft) Economic Development Lethbridge		Strategic Plan (Draft) Economic Development Lethbridge
City of Grande Prairie Economic Development Plan	01-Jul-04	City of Grande Prairie Economic Development Plan
City of Brandon Economic Development Strategic Action Plan	01-Jun-02	City of Brandon Economic Development Strategic Action Plan
City of Thunder Bay		City of Thunder Bay Economic Development Plan and goals
The Fiscal Implications of Land Use in a Rural Municipality		Cost of community services study for Red Deer County
Yorkton this Week - new air charter service takes flight	31-Jul-06	Labor force being attracted from Saskatchewan
Niagara Economic & Tourism Corporation - Performing a Community Competitive Analysis		Guide for performing a community competitive analysis
Calgary Quarterly Economic Report	26-Jun-05	Calgary Economic development sustainability from economist's point of view
City of Airdrie eNewsletter - Urban Sustainability	01-Nov-05	City of Airdrie - Urban Sustainability

Small Communities Committee Newsletter	Spring 2006	Alberta Urban Municipalities, municipal sustainability plans
The Pembina Institute - Demystifying Sustainability	19-Jul-06	Pembina Institute presentation at Pacific Northwest Economic Development Conference 2006
Albert Human Resources and Employment - 2005 Annual Alberta Labor Market Review	Various	Labor market reports and information
Economic Development Edmonton Business Development e-Newsletter	09-Feb-05	Economic Development Edmonton newsletter on growth rates in Edmonton area
City of Edmonton Monthly Economic Review	01-Jun-05	Edmonton Economic Review 2005
The IDEC Economic Development Journal	Fall 2003	International Economic Development Council case study GIS and economic development
Costco in good spirits with two new stores	30-Mar-06	Costco stores in Sherwood Park
SAEDAC - A presentation to City Council	09-May-06	SAEDAC - A presentation to City Council
SAEDAC Draft Strategic Plan	01-Sep-00	Draft Strategic plan - Goals, outcomes and measurements
Recommended Corporate Planning Assumptions (2006-2008)		Recommended Corporate Planning Assumptions (2006-2008)
Upcoming Innovations in Recruiting	April 11 2005	Rules that Drive Innovation
National Buyer/Seller Forum	March 13-15, 2007	National Buyer/Seller Forum - brochure and agenda
TD Economics Topic Paper	3-Oct-05	An update on the economy of the Calgary Edmonton corridor: more action needed for the tiger to roar
ACRA overview	Sep-05	Mission, Org. structure, website, members, etc.
Operational zing the Vision	28-Apr-05	City of St. Albert presentation to SLT on vision and operating
RAIC/AIA Livable Winter Cities	1988	Overview of St. Albert as a winter city. Info on Visitor guide, economic development, attractions, community identity, etc.
The City of St. Albert 2005 Year End Report	28-Jun-05	The City of St. Albert 2005 Year End Report

Best Practices

Title	Date	Details
Public Sector Digest	29-Dec-06	Best practice and incentives research
Percentage of Municipalities Using Economic Development Techniques		Summary of marketing and promotional techniques comparison with other provinces
Economic Impact Analysis	23-Aug-01	Information on Economic Impact Analysis
Measuring Economic Impacts of Projects and Programs	01-Apr-97	Discussion paper on measuring economic impacts
Developing a Technology Cluster from Infancy Stage in St.Albert, Alberta		Research paper on developing technology cluster in St.Albert including challenges, need analysis, target markets and strategies
E-Learning Industry Sector in Alberta	03-Aug-03	Discussion paper on E-Learning in Alberta including target industry, key players and key issues
A Feasibility Assessment	25-Oct-99	A presentation on assessing the feasibility of a high tech research park in St.Albert
Email from Perry Kinkaide	22-Nov-99	Email on definitions and requirements for ICT sector
Ten Rules for the Practice of Economic Development	14-Jan-03	Presentation on Ten Rules for the Practice of Economic Development

Rocky View Economic Development Strategy	01-Jul-02	Economic Development Strategy for Municipal District of Rockyview including discussion on Strategic Plan, MDP, areas or growth and opportunities etc.
Marketing Plan - Town of Beaumont	09-Jul-97	Marketing Plan for the town of Beaumont including attractiveness relative to other communities, key location criteria used by business and effectiveness of Economic Development techniques
Economic Development America	Spring-04	Report on effective regional Economic Development
Appendix One Planning Worksheet		Sample of Economic Development Planning Worksheet
Strategic Plan Review - Results of Task Force Work!	09-Apr-99	City of Red Deer Strategic Plan
Director of Strategic Initiatives	18-Dec-06	Job description for town of Richmond Hill for Director of Strategic Initiatives
Area Development	Directory-07	Area Development May Article on business location decisions
Site Selection - Web Surfing for great locations	01-Jun-06	Site selectors including web, factor, area development
2007 Investment Attractions Marketing Overview	11-Oct-06	Investment attraction marketing overview, corporate survey
Canadian Business Magazine - Economic Development: The Battle for Business Growth	28-Jun-05	Canadian Business Magazine - Economic Development: The Battle for Business Growth
Email from Bruce Randall	15-Sep-06	GEGT regional tidbits
Email from IEDC	24-May-06	International Economic Development Council mixed-use development model success story. Is your community ready for a knowledge driven economy?
Whole Systems Thinking: A New Paradigms for Creating Strategically Advantaged Remote Communities	28-Jun-05	Whole Systems Thinking: A New Paradigms for Creating Strategically Advantaged Remote Communities
City Council Agenda Report: Airdrie Request for Support of ALMA Resolution	19-Jun-06	Airdrie resolution. What defines an urban municipality?
MNP and Economic Development		Presentation Myers Norris Penny economic development best practices
Appendix C - Niagara Economic Information System Model		Appendix C - Niagara Economic Information System Model - Fundamental Building Blocks
Competitive Cities Conference	March 2006	Competitive Cities Conference Agenda
The Corporation of the City of Cambridge 2006 Economic Analysis Update	01-Jun-06	The Corporation of the City of Cambridge 2006 Economic Analysis Update
Blais & Associates Economic Developers Consulting		Blais & Associates Economic Developers Consulting
EDA Definition of Economic Development		EDA Definition of Economic Development
Edmonton Economic Development Corporation - Business Attraction & Marketing - 2007		Edmonton Economic Development Corporation - Marketing Plans for Canada/US/Europe
Email from Murray Barker - Alberta boomtown rebounds	04-Nov-06	Globe and Mail Article - Alberta boomtown rebounds
Edmonton Journal - Steppes toward environmental harmony		Edmonton Journal - Steppes toward environmental harmony
A new Rural Development Strategy for Alberta		Four pillars essential for sustainable rural futures
Future Growth & Development of Saskatoon	01-Dec-05	
Edmonton Journal - Land sale tied to builders' promises	20-Aug-05	Land sales tied to builders' promises, incentives for Fort McMurray development

Email from Lynn Wyton - Winnipeg free press	03-Feb-06	Manitoba's lack of motion - What other provinces are doing to attract jobs
Airdrie Echo - City plans for future growth	17-Feb-06	City plans for future growth. Study ensures that Airdrie continues to be a city of choice.
Area Development - December 2005/January 2006	Dec 05- Jan 06	Corporate Survey, site selection factors and marketing
Powering Economic Development with Private Sector Partners		Powering Economic Development with Private Sector Partners
Edmonton Journal - OEM plant more high-tech centre than grease-filled garbage	04-Apr-06	Edmonton Journal - OEM plant more high-tech centre than grease-filled garbage
Edmonton Journal - Garbage in, biogas out	04-Apr-06	Alternative energy proposes turning municipal waste into methane gas
Calvert comes poaching for Alberta Labour		Edmonton Journal article on Saskatchewan looking for Alberta labour
MLS Report	Oct-86	Marketing the Community - Marketing Plan
Economic Development Review - Summer 1987	Summer-87	How to Market A Community: Roadmap to Economic Recovery/The Targeting Study in Economic Development Practice
Outline for preparing and Economic Development Plan		Prepared by Ron Hancock, Business Development Representative, Alberta Economic Development and Trade, Camrose, Alberta
Ministry of Employment, Immigration and Industry business plan	2007-2010	
Toronto Staff Report to Economic Development and Parks Committee	April 3 2006	Regarding development of a long term strategy for retaining lands and stimulating new investment and job creation
What is the Brand? What exactly is the Edinburgh City Region Brand?	July 16 2007	Key to Brand Success - Inspiring people to visit, invest and live
EDAC 2007 Organization & Budget Review	2007	Survey of municipalities on budget, activities, staffing, salaries, benefits, etc.
City of Lethbridge - Heart of our City Master Plan Presentation	May 14-15, 2007	City of Lethbridge - Heart of our City Master Plan Presentation
Performing a Community Competitive Analysis		Guide number one - economic development information system - Performing a Community Competitive Analysis
Hemson Consulting Ltd. - Long Term Employment Land Strategy - City of Toronto	Jan-07	Hemson Consulting Ltd. - Long Term Employment Land Strategy - City of Toronto
Edmonton Economic Development Corporation 2006 Annual Report	2006	Edmonton Economic Development Corporation 2006 Annual Report
Alberta's Industrial Heartland - Developments and Prospects		Upgraders, Infrastructure and Chemical, metal and Industrial services
Regina, Regional Economic Development Authority - 2004 Work plan	2004	Regina, Regional Economic Development Authority - 2004 Work plan
City of Spruce Grove Economic Development Strategy 2002-2003 Executive Summary	2002-2003	City of Spruce Grove Economic Development Strategy 2002-2003 Executive Summary
Executive Summary from the Commercial Market Analysis - City of Brockville, Ontario	Jul-00	Including Ontario Smart Growth Consultation Paper Fall 2001 and A Vision of High
City of Burlington Information package	Sept 17 2004	Including Mission, policy framework, urban planning area

City of Moncton launches its Economic Development Strategy	07-Dec-05	City of Moncton launches its Economic Development Strategy
The Journey Forward - ACRA Strategic Business Plan 2006-2010	03-Nov-05	The Journey Forward - ACRA Strategic Business Plan 2006-2010
Major Developments' seen for Leduc industrial zone	2007	Major Developments' seen for Leduc industrial zone
Edmonton Economic Development - Report on Greater Edmonton Business Growth	Q2 2007	Edmonton Economic Development - Report on Greater Edmonton Business Growth
Edmonton Economic Development Corp - Regional Marketing Plan - Activity Report	Oct 10, 207	Edmonton Economic Development Corp - Regional Marketing Plan - Activity Report
Economic Development - Nontraditional Investment Attraction Strategies		Economic Development - Nontraditional Investment Attraction Strategies
Task Force on Value-added and Technology Commercialization - Final Report to the Minister	31-May-07	Task Force on Value-added and Technology Commercialization - Final Report to the Minister
Email from Peter Tarnawsky	26-Sep-03	Measurement indicators for Economic Development
Economic Development Goals Survey Results	10-Mar-00	Survey results through SAEDAC on development goals and measurements
City of Campbell River, Request for Proposal No. 470		City of Campbell River economic development review success factors
Calgary Economic Development	15-Sep-04	Calgary economic development business survey
Senior Leadership Team Report	11-May-05	City of St. Albert corporate strategies and target 2006-2008, Business and budget planning
Measuring Economic Development	06-May-05	Measuring economic development discussion paper for University of Waterloo
Economic Development Benefits of Companies		Economic development benefits of companies direct and indirect benefits
Real Estate and Land Development - Business Plan 2003-2005	01-Apr-02	City of Lethbridge real estate and land development business plan, performance indicators
Emails regarding corporate performance measures	2005-2006	Emails regarding corporate performance measures
St. Albert Industrial Land Sales (1990-2005)		St. Albert Industrial Land Sales (1990-2005)
Corporate Performance Measures - Annual		Corporate Performance Measures - Annual
Email from Peter Tarnawsky	03-Mar-06	Performance measure perception St. Albert as easy to do business with
The City of St. Albert - 2006 Taxable Property Assessment Statistics	01-Apr-06	City of St. Albert Assessment Statistics
2006 Property Tax Rates Bylaw	18-Apr-06	2006 Property Tax Rates Bylaw
Section Seven: Executing the Plan		Niagara Economic & Tourism Corporation measuring results
Baseline Business Geographic's Inc. - Mapping Solutions	25-Apr-06	Baseline Business Geographic's Inc. - Mapping Solutions Economic Development analyzer
National Post article	28-Jun-05	National Post article on cost of converting residential and non residential
Fiscal Responsibility	26-Jun-05	Corporate strategy accomplishments and activities
City of St. Albert Term-End Report 2001-2004	26-Jun-05	City of St. Albert Term-End Report 2001-2004
Focus - Year in Review	Various	Year end building permit stats 1990-2004
Email from Paul Blais - tax - residential class chart	07-Sep-06	Blais & Associates revenue and assessment splits
Alberta Economic Development - Facts on Alberta	01-Feb-05	St. Albert Advantage
The Role of Canadian Municipalities in Economic Development - ICURR	Apr-95	

The Cost of Community Services Study: First of Its Kind in Canada	Mar 3 07	Red Deer Cost of Growth Study, Cost of Community Services (COCS) Studies
Economic Impact Analysis: A Useful Tool in Estimating Tourism Impacts	July 20 2007	Economic Impact Analysis, Demand Economic Impact Model, Multipliers
Managing Economic Development Organizations - International Economic Development Council	Revised 2004	How to manage economic development including officers, committees, salaries, progress, goals, staffing, etc.

Overview of Trends and Assumptions		
Title	**Date**	**Details**
Edmonton Journal - Capital Health report highlights problem arena	26-Apr-06	Edmonton Journal - Capital Health report highlights problem arena
Edmonton Journal - City plans to battle the 'burbs for big industry	26-Apr-06	Edmonton Journal - City plans to battle the 'burbs for big industry
Edmonton News Release - Edmonton's Future Looks Bright	10-May-06	KPMG ranked Edmonton #1 major city in North America
Torode Realty - The Right Moves - Edmonton Land Values at a Glance	Spring 2006	Torode Realty - The Right Moves - Edmonton Land Values at a Glance
Alberta Construction Magazine - Wave on wave	Mar/Apr 2006	Industrial challenges
Alberta Construction Magazine - Upgrader boom coming to Alberta's Industrial heartland	Mar/Apr 2006	Alberta Construction Magazine - Upgrader boom coming to Alberta's Industrial heartland
Edmonton Economic Development Corporation News Release	24-Mar-06	Future looks bright for economic growth
St. Albert's Proposed Annexation of Lands from Sturgeon County - Fiscal Impact Analysis	01-Sep-05	Analysis of proposed annexation
2006 Greater Edmonton Economic Outlook	2006	2006 Greater Edmonton Economic Outlook and regional activity
The Daily, General Social Survey: Time use patterns of older Canadians	26-Jul-06	Aging population
Edmonton Economic Development Corporation - Greater Edmonton	21-Jul-06	Greater Edmonton Economic Development Corp presentation - Overview of Greater Edmonton Region
Alberta's Industrial Heartland Oilsands 101 Update	21-Jul-06	Alberta's Industrial Heartland Oilsands 101 Update
Industry Canada - Small Business Quarterly	29-Aug-06	Employment in small business, statistics and obstacles to business growth
Calgary Economic Report - Second Quarter 2006	2006	Calgary Economic Report - Second Quarter 2006
Letter from Torode Realty	18-Oct-05	Torode Realty land development activity. Commercial/industrial development in and around St. Albert
Edmonton Journal - Media-tarred Fort McMurray ready for a fight		Edmonton Journal - Media-tarred Fort McMurray ready for a fight
Business Edge - Businesses look north for new opportunities	27-Apr-06	Business Edge - Businesses look north for new opportunities
Alberta Construction Magazine - 2006 Construction Almanac	2006	Alberta Construction Magazine - 2006 Construction Almanac
City of Fort Saskatchewan - Fort Advantage	01-Jan-06	City of Fort Saskatchewan - Fort Advantage
St. Albert Community Housing Plan DRAFT	01-Jan-06	St. Albert Community Housing Plan DRAFT
Alberta Construction Magazine - 2006 Outlook	Jan/Feb 2006	Edmonton leads the country in growth in 2005
Edmonton Journal - Edmonton Upgrader Alley		Listing of all upgrader projects and economic impacts

Edmonton Journal - Economic upgraders	10-Mar-06	Edmonton Journal - impacts of upgraders
Cargo opportunities at Edmonton International Airport	01-Dec-05	Cargo opportunities at Edmonton International Airport
Brampton Growth Management & Accelerated Official Plan Review Program - Discussion Paper	Jan-05	Population, Housing and Employment Forecasts

Core Functions and Supporting Functions		
Title	**Date**	**Details**
Economic Gardening - An entrepreneurial approach to economic development		Economic Gardening - An entrepreneurial approach to economic development
Business Attraction & Retention Unit - Vision/Mission/Mandate	26-Jun-05	Business Attraction & Retention Unit - Vision/Mission/Mandate
Building Tomorrow's Business Today	01-Feb-04	NABI Brochure
Edmonton Economic Development Corporation - Greater Edmonton E-Newsletter	27-Jun-05	Edmonton Economic Development Corporation - Site visitation programs
Putting Best Practices into Action	20-Jul-06	Putting Best Practices into Action - NABI Association
Wetaskiwin Times Online - City takes shopping list on visit to Ontario	14-Oct-05	Dagny partnership Vision
Financing the Servicing of Business Park Property: The Case of Ottawa's Hawthorne Business Park		Financing the Servicing of Business Park Property: The Case of Ottawa's Hawthorne Business Park
Red Deer Advocate: Annexed land needed soon for industry	04-Feb-05	Annexed land for industry
Mature Neighborhood Reinvestment in Edmonton 2000-2005	March-April 2006	City of Edmonton monthly economic review, mature neighborhood reinvestment
Industrial Land Strategy	04-Apr-04	Calgary Industrial land strategy
The St. Albert Gazette Article	05-Nov-05	The St. Albert Gazette Article - We'd get more value for our money in Edmonton
The St. Albert Gazette Article	19-Oct-05	The St. Albert Gazette Article - City needs to plan for success
Vacant Industrial Land Sales 2005 - Edmonton Capital Region	23-Mar-06	Making industrial land sales in Edmonton and capital region
News Release: Kamloops introduces BizPaL		News Release: Kamloops introduces BizPaL
The Medicine Hat Advantage - UNIQUE!	27-Jun-05	Medicine Hat advantage - economic development balancing approach to economic growth
Objective 5		
Economic Development & Tourism - City of St. Albert Graphic Design and Marketing Coordinator Monthly Project Plan	2005-2006	Economic Development & Tourism - City of St. Albert Graphic Design and Marketing Coordinator Monthly Project Plan
AGRA Tourism Corp - Economic Development Information System Guide Two		Developing community investment strategy
Confidential Draft for Discussion - Version 6 - September 5, 2003	05-Sep-03	Economic Development objectives, desired outcomes and rationale as prepared for Economic Development Master Plan
1. To Nurture Expansion and Growth of Existing Local Businesses	2002-2003	Measurements and activities on the objectives for 2002
2003 Priorities	25-Jun-05	2003 Priorities and action summary
Building a Dynamic Future on a Proud Part - Summary		Revised objectives, priorities and activities

International Management Technologies Inc. Ten Principles		Ten Principles
Harvest the Talent… Grow the Cluster!	08-Feb-06	Conference on agricultural tourism
Culturescope.ca Canadian Cultural Observatory	19-Sep-05	Articles on culture and tourism
Email from Joan Barber	24-Oct-05	Tourism opportunity - life experiences
Email from Joan Barber	26-Jan-05	Tourism marketing dollars
Email from Joan Barber	12-Sep-03	Tourism attendance and economic development of companies
Edmonton Journal - Economic windfall seen in dinosaur museum		Edmonton Journal article on tourism
The Community Tourism Development Newsletter	May-Jun 2006	Tourism potential
10 Immutable Rule of Successful Tourism	27-Jun-05	10 Immutable Rule of Successful Tourism
Email from David Dusome	10-Mar-06	Email regarding GPS Tour Guide
Edmonton's Industrial Land Strategy	23-Nov-06	Development and supply of land
Edmonton: 2005 Office Market Review	2005	2005 Review of Edmonton office, industrial and retail market. Including hot topics, vacancy, sublease info, etc.

Organization		
Title	**Date**	**Details**
The Battleford Regional Optimist	10-Nov-06	City hires new director of Business Development
Facilitated Discussion - St.Albert Economic Development Staff	15-Apr-04	Review of what is working, what is not working, barriers and new Economic Development initiatives
Growing and Diversifying St.Albert's Economy by 2001	16-Oct-97	St.Albert Economic Development and Tourism review by Consultant
Factors Supporting or Constraining Economic Development in St.Albert		Independent consultants SWOT analysis
Framework for Economic Development & Tourism Strategic Plan	15-Dec-99	
Presentation to St.Albert City Council	19-Nov-01	St.Albert Chamber of Commerce presentation on issues and concerns regarding Economic Development in St.Albert
City of St.Albert Economic Development Session Meeting Report	05-Feb-94	Consultants and report on public input on St.Albert's Economic Development including role of the city in Economic Development issues, challenges, etc.
Report to City Council - Corporate Reorganization - Strategic Planning	19-Jan-99	Western Management Consultants review of ED&T for City of St. Albert findings and conclusions. Corporate reorganization and strategic focusing
Examples of American economic development organization structure and strategic plans	Various	Examples of American economic development organization structure and strategic plans - City of Newark, Albany, Moncton, Belleville, Prince Albert, Medicine Hat, Peterborough, Okanagan, Red Deer, Prince George and Lethbridge
Corporate Services Department - Memorandum	31-Aug-99	City of St. Albert memo discussing economic community development model
Economic Development Initiative	29-Jun-99	Draft discussion paper on partnerships for economic development
Economic Development Marketing as a Private Sector Initiative	19-Sep-03	Economic Development Ontario newsletter on Economic Development process and definitions

Project Summary: Growing and Diversifying St. Albert's Economy by 2001	16-Oct-97	Lashbrook & Associates Study on growing diversity of St. Albert's economy by 2007 - Roadblocks, obstacles, strategies and measurements
McSweeney & Associates Management Consultants	10-Nov-06	McSweeney & Associates Management Consulting approach